Waimakariri District Council Community and Recreation Committee

Agenda

Tuesday 16 September 2025 1.00pm

Council Chambers 215 High Street Rangiora

Members:

Cr Brent Cairns (Chairperson)

Cr Robbie Brine

Cr Al Blackie

Cr Niki Mealings

Cr Philip Redmond

Mayor Dan Gordon (ex officio)



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A MEETING OF THE COMMUNITY AND RECREATION COMMITTEE WILL BE HELD IN THE COUNCIL CHAMBER, 215 HIGH STREET, RANGIORA ON TUESDAY 16 SEPTEMBER 2025 AT 1PM

Recommendations in reports are not to be construed as Council policy until adopted by the Council

BUSINESS

Page No

1 APOLOGIES

2 CONFLICTS OF INTEREST

Conflicts of interest (if any) to be reported for minuting.

3 CONFIRMATION OF MINUTES

3.1 <u>Minutes of the meeting of the Community and Recreation Committee held on 26 August 2025</u>

RECOMMENDATION 8 – 18

THAT the Community and Recreation Committee:

- (a) **Confirms** the circulated Minutes of the meeting of the Community and Recreation Committee, held on 26 August 2025 as a true and accurate record.
- 3.2 Matters arising (From Minutes)

4 DEPUTATIONS

4.1 Age Friendly Waimakariri Advisory Group - Norman West and John Mather

N West and J Mather will be in attendance to report on the progress and work of the Age Friendly Waimakariri Advisory Group over the last 12 months.

5 REPORTS

5.1 Options for Natural Burials in Waimakariri District – Aria Huang (Greenspace Landscape Planner)

RECOMMENDATION 19 – 37

THAT the Community and Recreation Committee:

(a) Receives Report No. 25082816228

- (b) Approves staff undertaking further investigation and design work on the existing cemeteries identified below including more detailed capital and operational cost analysis to enable the future potential provision of natural burials within the district:
 - Cust-West Eyreton Cemetery
 - Cust Anglican Cemetery
 - Oxford Public Cemetery
- (c) **Notes** that once this investigation is complete, Staff will submit a report to the Community and Recreation Committee outlining the outcomes for their consideration/approval and if required, to the Council as part of the Draft Annual Plan for 2026/2027. This would identify any associated costs with provision of natural burial space.
- (d) Notes that 13% of New Zealanders indicated that they would choose a natural burial and an additional 18% say they probably would. This could translate to around 67 people per year potentially choosing a natural burial in our district although not all of these would necessarily be in WDC managed cemeteries.
- (e) **Notes** that there was a total of 72 burials and 154 ash internments in Waimakariri District Council Cemeteries for the past financial year. These figures are lower than 2024's total deaths (522) due to burials in other areas, non-Council cemeteries, or cremations without interment
- (f) **Notes** that at a time closer to when additional capacity is required, the provision of natural burials would be included into the design process for the Dixons Rd and Factory Rd cemeteries.

5.2 Advertising Boards at Kendal Park – Grant MacLeod (Greenspace Manager)

RECOMMENDATION 38 – 44

- (a) **Receives** Report No. 250909170808
- (b) **Approves** Waimakariri United Football Club (WUFC) managing and collecting revenue from advertising around the artificial turf at Kendal Park.
- (c) **Notes** that if revenue from this advertising collectively exceeds \$10,000 a report will be presented back to Council.
- (d) Notes that advertising signage is to be applied only to the wire fencing surrounding the turf.
- (e) **Notes** that WUFC must obtain approval for each sign from the Greenspace Manager, who will confirm materials, dimensions, and review all content prior to printing and installation.
- (f) **Notes** that if there is an offer for an overall naming sponsor for the turf, this is required to go to Council for consideration.
- (g) **Notes** that all signage contracts will continue to be administered through Greenspace, with all associated revenue directed to WUFC.
- (h) **Notes** that the setting of prices for the signs should be at the discretion of WUFC who would be collecting the revenue.

5.3 <u>Approval of the Welcoming Waimakariri Plan for Public Consultation – Aimee</u> Claasens (Community Development Facilitator)

RECOMMENDATION 45 – 180

THAT the Community and Recreation Committee:

- (a) Receives Report No. 250902164299.
- (b) **Approves** the draft Welcoming Waimakariri Plan (Trim 250903167029) for public consultation, to occur between mid-October and early November 2025.
- (c) **Nominates** the Community Team Manager to approve any minor edits to the draft Welcoming Waimakariri Plan as required prior to public consultation commencing.
- (d) Notes that the development of the draft Welcoming Waimakariri Plan has been informed by the attached Stocktake Report, which was a collation of research and survey results that informed the development of the draft Welcoming Waimakariri Plan. The stocktake report was approved by the Community and Recreation Committee at its May meeting.
- (e) **Notes** that the draft Welcoming Waimakariri Plan was developed by the internal Project Control Group and the community representative Welcoming Waimakariri Working Group.
- (f) **Notes** with appreciation the contribution of the community members of the Welcoming Waimakariri Working Group.
- (g) **Notes** that the Welcoming Waimakariri Working Group members developed and agreed on the mission statement of: "To foster a connected and inclusive Waimakariri, where everyone feels welcomed, safe, valued, informed and empowered to participate fully in their communities".
- (h) Notes that this mission statement aligns with one of the strategic priorities in the Long-Term Plan 2024-2034: Enhance community wellbeing, safety, inclusivity and connectedness, and to the Community Development Strategy 2025-2035 goals: "Safe and Healthy, Welcome and Included, Informed and Empowered, Engaged and Connected".
- (i) **Notes** that the Council Portfolio holder for Community Development and Wellbeing has participated in both the Project Control Group and Welcoming Waimakariri Working Group.
- (j) **Notes** following public consultation, any amendments will be considered by staff before the draft Welcoming Waimakariri Plan is reported to the Community and Recreation Community to adopt early in the new Council term.
- (k) **Circulates** this report to Community Boards for information.

5.4 Proposed Changes to Council Art Management Processes – Mel Foster (Community Development Facilitator – Arts Strategy Implementation)

RECOMMENDATION 181 – 199

- (a) **Receives** Report No. 250902164044.
- (b) **Notes** the intention of the Waimakariri Art Collection Trust to dissolve.

- (c) **Approves** staff working alongside the current members of the Waimakariri Arts Collection Trust to dissolve the trust noting that as per the Trust Deed all art and financial assets of the Trust would in that case revert to Council ownership.
- (d) **Notes** that Council will ring fence the financial assets of the Arts Collection Trust for the purpose of ongoing art Acquisition.
- (e) Notes the intention to enter into a Memorandum of Understanding with Waimakariri Community Arts Council regarding the ongoing acquisition and curation of art for display in Council facilities.
- (f) **Notes** the planned changes to the management process for Waimakariri Public Arts Trust and Public Art installations.

5.5 Analysis of Youth Action Plan Early Engagement Responses – Lexie Mealings (Graduate Policy Analyst) and Lauren Tilley (Youth Development Facilitator)

RECOMMENDATION 200 – 234

THAT the Community and Recreation Committee:

- (a) Receives Report No. 250815151165.
- (b) **Receives** the Youth Action Plan Early Engagement Analysis document (Trim 250822155814).
- (c) **Notes** that the analysis contained in Trim 250822155814 will directly inform the development of a draft Youth Action Plan.
- (d) **Notes** that Trim 250618110933 contains the survey questions that were answered by local young people to inform the analysis contained in this report.
- (e) **Notes** that staff will now proceed with the development of a draft Youth Action Plan, in line with the project timeline indicated previously to the Committee.
- (f) **Circulates** this report and attachments to Community Boards for information.

5.6 Aquatics September Update - Matthew Greenwood (Aquatics Manager)

RECOMMENDATION 235 – 244

- (a) **Receives** Report No. 250826157342.
- (b) **Notes** customer attendance of 23,898 customers for the month of August 2025. This is up 500 customers (or 2.2%) in comparison to August 2024.
- (c) **Notes** that of the 272,000 patrons who visited our facilities over the past year, only 0.1% required any notable health and safety related staff intervention.
- (d) **Notes** that while the number of incidents are low for all three sites, Dudley's use of modern design features helps contribute to a lower overall result.
- (e) **Notes** that while Artificial Intelligence (AI) is not currently available at our facilities, it has a growing presence within the industry as a support system for better outcomes and safer environments.

(f) **Circulates** this report to the Community Boards for their information.

5.7 <u>Libraries Update to September 2025 – Luke Sole (District Libraries Manager)</u>

RECOMMENDATION 245 – 253

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 250904167410.
- (b) **Notes** the community benefits of the below initiatives, particularly 383,959 individual in-person visits across the three libraries in 2024/2025, which reflects increasing community demand for library spaces, resources and services in the District.
- (c) **Circulates** the report to the Community Boards for their information.

6 CORRESPONDENCE

Nil.

7 PORTFOLIO UPDATES

- 7.1 Greenspace (Parks, Reserves and Sports Grounds) Councillor Al Blackie.
- 7.2 <u>Community Facilities (including Aquatic Centres, Multi-use Sports Stadium, Libraries/Service Centres, Town Halls and Museums) Councillor Robbie Brine.</u>
- 7.3 Community Development and Wellbeing Councillor Brent Cairns.
- 7.4 Waimakariri Arts and Culture Councillor Al Blackie.

8 **QUESTIONS**

9 URGENT GENERAL BUSINESS

NEXT MEETING

This is the final meeting of the Community and Recreation Committee for the 2022-25 electoral term.

The new Council will be sworn into office late October 2025, with Council and Committee meetings resuming from mid-November 2025. Further information will be advertised and listed on the Council's website

WAIMAKARIRI DISTRICT COUNCIL

MINUTES OF A MEETING OF THE COMMUNITY AND RECREATION COMMITTEE HELD IN THE COUNCIL CHAMBER, 215 HIGH STREET, RANGIORA, ON TUESDAY, 26 AUGUST 2025, AT 1PM

PRESENT:

Councillors B Cairns (Chairperson), A Blackie, R Brine (left 2:43pm), N Mealings, P Redmond and Mayor D Gordon (left 2:43pm).

IN ATTENDANCE:

Deputy Mayor Atkinson (left 2:43pm) and Councillor Fulton.

J Millward (Chief Executive), C Brown (General Manager Community and Recreation), T Sturley (Community Team Manager), G MacLeod (Greenspace Manager), M Greenwood (Aquatics Manager), S Docherty (Corporate Planning Team Leader), K Steel (Ecologist – Protected Areas), J Lancaster (Libraries Team Leader – Operations), M Kwant (Senior Ranger (Biodiversity), L Mealings (Graduate Policy Analyst) and C Fowler-Jenkins (Governance Support Officer).

1 APOLOGIES

There were no apologies.

2 CONFLICTS OF INTEREST

There were no conflicts declared.

3 CONFIRMATION OF MINUTES

3.1 <u>Minutes of the meeting of the Community and Recreation Committee held on 15 July 2025</u>

Moved: Councillor Brine Seconded: Councillor Redmond

THAT the Community and Recreation Committee:

(a) **Confirms** the circulated Minutes of the meeting of the Community and Recreation Committee, held on 15 July 2025 as a true and accurate record.

CARRIED

3.2 Matters arising (From Minutes)

There were no matters arising.

3.3 Notes of the Workshop of the Community and Recreation Committee held on15 July 2025

Moved: Councillor Blackie Seconded: Councillor Redmond

THAT the Community and Recreation Committee:

(a) **Receives** the circulated Notes of the Workshop of the Community and Recreation Committee, held on 15 July 2025.

CARRIED

4 **DEPUTATIONS**

4.1 <u>Kaiapoi Food Forest Trust Annual Report 2024/25 – Glenn Foley and Gordyn</u> Hamblyn

G Hamblyn advised that he was the ex-chairperson of the Kaiapoi Food Forest Trust (the Trust), and G Foley was the current Chairperson. He acknowledged the generosity the Council had shown to the people of Kaiapoi by making this land available for a food forest. That generosity had been multiplied many times by gifts from the community, making it even more productive. In the last year, the Trust had significant contributions from the Order of St Lazarus and Pernod Ricard New Zealand from the Food Resilience Network in Christchurch. Currently, the Trust had many plants waiting to be planted. Most people thought that a food forest only nourished people's bodies, which it did; however, it also provided food for the mind and soul. He emphasised the importance of assisting people with food security, given the increasing prices of food and challenging economic times.

G Foley noted that the Trust were in the process of designing and constructing the Education Centre. However, they had to put a hold on the project due to the challenging environment of securing funding and to ensure it was fully utilised if it were built. Every year, the Food Forest property got greener and greener. Currently, the Trust had many plants waiting to be planted.

Councillor Cairns congratulated the Trust on the food and environment they were producing. Effectively, they were creating an exemplar for the rest of the community. Food forests were being developed around the district, and people would not want them if it were not for the Kaiapoi Food Forest.

Councillor Mealings noted she had been a fan of this since the inception of the Kaiapoi Food Forest. She had family that was relocated from the Red-zoned area after the earthquakes, and knowing the pain that caused. The Food Forest was created in an area that represented much sorrow for the people who lost their homes in the earthquake. She was pleased that good things were able to be salvaged and brought to this place. Councillor Mealings was thankful for the foresight and vision of members of the community who created the Food Forest. She thanked the Trust for their work and appreciated that the gospel of food forests had been spread across the district.

Mayor Gordon endorsed the remarks of colleagues. He enjoyed visiting the Kaiapoi Food Forest. He commended Councillor Cairns, who had been a great supporter and initiator of food forests around our communities and further afield. He thanked the Trust for keeping the Council updated on what they were doing. Mayor Gordon agreed that the Kaiapoi Food Forest was an example of how a food forest could and should operate.

Councillor Redmond noted that around eight years ago, when he was first elected, he thought the primary function of the Kaiapoi Food Forest was in education. However, the food forest's role in connecting people and enhancing wellbeing had been raised. He wondered whether that was one of the primary outcomes of the food forest and asked how the Trust prioritised the primary outcomes. G Hamblyn noted the Food Forest had a dual outcome of providing food and also feeding people's souls. Currently, the Trust was not involved as much with educating as they would like, but they were feeding people's souls.

5 REPORTS

5.1 Northern Pegasus Bay Bylaw Update August 2025 – S Docherty (Corporate Planning Team Leader), M Kwant (Senior Ranger (Biodiversity) and L Mealings (Graduate Policy Analyst)

L Mealings provided an update following the adoption of the Northern Pegasus Bay Bylaw 2024 (the Bylaw). Following the adoption of the Bylaw, staff identified two minor issues that could be resolved with the following minor amendments to the Bylaw:

- During the development of the Aircraft User Agreement, members of the Canterbury Recreational Aircraft Club identified that the wording in the Bylaw did not clearly identify that the activity was only restricted in the Ashley Rakahuri Estuary.
- Currently, the Dog Control Act 1996 was identified in the preamble to the Bylaw; however was not included in the Bylaw clause that indicated the legislation that enabled the Bylaw.

Councillor Redmond noted that at the time of the Northern Pegasus Bay Bylaw review, the Hearing Panel had requested staff to engage with the Civil Aviation Authority (CAA) about the airspace above the Ashley Rakahuri Estuary. He queried if those talks were ongoing. M Kwant was unsure if staff had those discussions with the CAA as of yet; however, he would follow up.

Responding to Councillor Blackie's question, M Kwant noted the Fenton Reserve was a loosely held term for an area set aside for occupation and access to mahinga kai, and some of these were in or close to the estuary. He confirmed that the same legislation would apply to the Fenton Reserve.

Councillor Brine noted that the aircraft landing from the south would fly over the Ashley Rakahuri River mouth. He queried whether there was a height requirement. M Kwant advised that aircraft had to fly at 500 feet unless they were landing or taking off. He noted that there would be birds flying in that zone as well. However, the aircraft mentioned were light aircraft, which flew at relatively low speeds.

Councillor Brine noted that the report mentioned fines and legislation. He enquired if these would be instant fines or whether they would need to be issued by the court. M Kwant explained that the Council did not have the authority to issue fines under the Bylaw; hence, the only avenue would be to go through the court.

Councillor Cairns sought clarification on the issuing of permits for freedom camping and braziers associated with the activities of customary fishing and whitebaiting. M Kwant noted that these activities were in breach of the current Bylaw. In the past, staff had advised people they were in breach, but no further action was taken, as long as people were still meeting the objectives of the Bylaw. The intention was to get people off the beach and into the campground.

Moved: Councillor Blackie Seconded: Councillor Mealings

- (a) **Receives** Report No. 250806144978.
- (b) **Approves** the Ashley Rakahuri Estuary Aircraft User Agreement (Trim 250409062043)
- (c) **Notes** minor changes to the Northern Pegasus Bay Bylaw will be reported to the Council for decision on 2 September 2025, including:
 - (i) clarification of the Bylaw area associated with the Ashley Rakahuri Estuary Aircraft User Agreement.
 - (ii) reference to the Dog Control Act 1996 in clause 1.1 (Legislation by which the bylaw is made).
- (d) **Notes** that the Council adopted the Northern Pegasus Bay Bylaw Implementation Plan on 6 May 2025.
- (e) **Notes** staff are working with mana whenua and agency partners to ensure that the objectives of the Bylaw are being upheld during the customary fishing and whitebait fishing seasons.

(f) **Circulates** this report to Community Boards for information.

CARRIED

Councillor Blackie thanked staff for their work over the last 18 months. He believed that the Northern Pegasus Bay Bylaw 2025 was an excellent result. Councillor Blackie noted that the Council had made considerable progress in the last five years.

Councillor Mealings supported the motion, noting that staff had done a good job of balancing the concerns of the various users.

Councillor Brine also supported the motion; however, he still had concerns regarding the enforcement of the restriction on dogs in the Ashley Rakahuri Estuary.

5.2 Applications to the Biodiversity Fund Autumn 2025 – K Steel (Ecologist – Protected Areas)

K Steel spoke to the report, noting that the Biodiversity Contestable Fund provided support to landowners or groups for projects undertaken to protect and enhance indigenous biodiversity in the Waimakariri District. The Council received 13 applications seeking a total of \$36,639. Eight of these applications aligned with the assessment criteria. However, five of the applications, although aligning with the fund criteria, had been identified as projects that could be provided for more appropriately through other mechanisms.

Moved: Mayor Gordon Seconded: Councillor Blackie

- (a) **Receives** Report No. 250729138411.
- (b) **Approves** the allocation of \$1,500 from the Biodiversity Contestable Fund to Bruce and Fiona Clark for native planting.
- (c) **Approves** the allocation of \$1,530 from the Biodiversity Contestable Fund to Jeremy and Andrea Stevens for native planting.
- (d) **Approves** the allocation of \$1,490 from the Biodiversity Contestable Fund to Tim McMorran for native planting.
- (e) **Approves** the allocation of \$2,000 from the Biodiversity Contestable Fund to James Stephens for weed control.
- (f) **Approves** the allocation of \$2,000 from the Biodiversity Contestable Fund to Chris Barber for weed control.
- (g) **Approves** the allocation of \$4,787.40 from the Biodiversity Contestable Fund to Pamu for weed control.
- (h) **Approves** the allocation of \$6,272 from the Biodiversity Contestable Fund to Nicky Auld for wetland enhancement.
- (i) **Approves** the allocation of \$1,315 from the Biodiversity Contestable Fund to John Wakeman for wetland enhancement.
- (j) **Declines** funding from the Biodiversity Contestable Fund for Richard and Rachel Lange to undertake earthworks and planting, and notes that Council staff will work with Richard and Rachel Lange to undertake an ecology survey and restoration plan.

- (k) **Declines** funding from the Biodiversity Contestable Fund for Rachelle Winter to undertake an ecology survey and restoration plan, and notes that Council staff will undertake an ecology survey and restoration plan for Rachelle Winter as BAU.
- (I) **Declines** funding from the Biodiversity Contestable Fund for Anthony and Julia Holcroft to buy eco-sourced manuka, and notes that the Council will provide the plants directly to Anthony and Julia Holcroft from a donation by the Motukarara Department of Conservation Nursery.
- (m) **Declines** funding from the Biodiversity Contestable Fund for traps for Michelle and Wayne Flintoft towards predator traps and notes that the Council will fund this through a Lotteries Foundation Grant for this purpose.
- (n) **Declines** funding from the Biodiversity Contestable Fund for weed control in the fen and swale areas at Silverstream, and notes that the Council will fund this from the Silverstream Reserve Maintenance budget.
- (o) **Notes** that \$39,354 remained in the Biodiversity Contestable Fund for allocation in the spring funding round.
- (p) Notes that all application forms and supporting information are available on request.

CARRIED

Mayor Gordon supported the motion and thanked staff for the work undertaken in preparing this report.

Councillor Cairns also supported the motion; he was pleased that staff had included the reasons for declining the application and the alternative options provided.

Councillor Mealings agreed with the previous speakers. She was pleased that the staff had identified other mechanisms to fund some projects

5.3 <u>Mayor's Taskforce for Jobs Contract Update</u> – T Sturley (Community Team Manager)

T Sturley spoke to the report, noting it detailed the successes of the Mayor's Taskforce for Jobs Programme (MTJP) over the last 12 months. It highlighted the proposed significant changes to the local contract, including new operational requirements, in terms of the Ministry of Social Development (MSD). It provided an overview of the central government-led reprioritisation of local and national youth employment needs, particularly related to a significant reduction in support for 16 to 17-year-old young people not currently in education, employment or training (NEET). She advised that the proposed changes to the local contract would result in considerably more administration.

T Sturley noted that the report discussed the challenges faced by communities with significant numbers of NEET young people and how these young people could utilise the 18-month to two-year gap to upskill. She reported on the Work Readiness Programme that the MTJP Facilitator was developing. Driver licensing in particular was a significant barrier for young people in the district to gaining employment. Also, things such as forklift licenses, counselling, and CV writing were necessary for someone to be ready to take a job when it was offered. Despite all the challenges, staff had more than doubled the contracted outcomes.

The MTJP Facilitator, L Blair, provided the Committee with an overview presentation of the success of the Mayor's Taskforce for Jobs Programme.

Councillor Fulton noted that, by definition, this was a Job Generation Programme; however, it was also part of the Community Team's Social Programme. Hence, there was a social benefit, which drove economic growth. He questioned whether this could be highlighted to the Central Government. T Sturley noted that the MTJP recently celebrated 25 years as a viable programme in New Zealand; The MSD funded the programme through a partnership with Local Government New Zealand. In terms of Central Government support, the programme was in a strong position.

Councillor Fulton enquired whether there was a risk of the Central Government withdrawing the funding from the MTJP, because of its success in the Waimakariri District. T Sturley thought that because the programme was embedded in the MSD, it was unlikely to happen.

Councillor Cairns noted the MSD's statistics claimed that if people were unemployed or on the benefit at 21 years old, they were more than likely to be on the benefit for 20 more years. T Sturley stated that there was significant evidence that if someone remained unemployed in their youth, the likelihood of them being on a benefit down the track was higher. Additionally, if they did secure employment, it was often in lower-paid positions where they could not reach their full potential.

Councillor Redmond noted the example of someone being employed at Te Kōhaka Tūhaitara Trust. He asked what the source of that referral was. L Blair pointed out that they were already on the books from 2023; they had disengaged and came back.

Councillor Blackie noted three young people were sent to the Te Kōhaka Tūhaitara Trust, one of whom had followed through. He enquired what happened to the other two young people. L. Blair advised that one had returned to school and the other had moved out of the Waimakariri District.

Councillor Cairns asked if it was part of the process to collect stories and get feedback from the young people after they had been in employment for a while. L Blair noted that she gathered the story as they went along, and once they were in employment, she kept in touch with them to see how they were going.

Councillor Cairns questioned how many young people in the MSD files were looking for work. T Sturley noted that at the time the contract was awarded, there were 381 in the Waimakariri District; it is now 411.

Councillor Cairns asked if staff had connected with Enterprise North Canterbury in a bid to secure possible jobs. L Blair noted that she had not spoken with them yet, but did speak with other local businesses.

Moved: Mayor Gordon Seconded: Councillor Blackie

- (a) Receives Report No. 250814150285.
- (b) **Notes** that the Waimakariri Mayor's Taskforce for Jobs (MTFJ) programme has achieved more than double its contracted outcomes for 2024/25, with 34 employment placement outcomes for the original contract of only 14, with those placements in a variety of local sectors.
- (c) **Notes** that staff have worked with people leaders across the Council to secure three additional placements within Council Units or with businesses associated with the Council.

- (d) **Notes** that over the 2024/25 contract year, in addition to contracted placements, the Waimakariri MTFJ coordinator has helped a total of 93 local unemployed youth into some form of work, work experience or work-readiness training.
- (e) **Notes** that in February, with the Waimakariri District's proven track record, we were awarded an additional \$15,000 over the contracted funding, to enable the filling of three additional placements, with the requirement that these be within council teams or council-related business. This target was achieved.
- (f) **Notes** that with the success of the local programme and our district's high number of young people on Ministry of Social Development's Job Seeker list, Waimakariri District Council's MTFJ Programme is in the fortunate position to have kept the contract for the 2025/26 year, with Ministry of Social Development (MSD) signalling that this funding will likely continue through 2026/27.
- (g) **Notes** the reprioritisation, with preference given to clients aged over 18 and on the MSD Job Seeker benefit, and a resulting gap in service provision for local young people aged 16 to 17 years and not in education employment or training, (NEETs)
- (h) **Notes** a new requirement that 80% of referrals must now come directly via MSD, with the remaining 20% either NEET youth or older people facing significant barriers to employment.
- (i) **Notes** more rigid requirements for clients to meet MSD obligations, with an associated increase in administrative requirements for staff.
- (j) **Notes** that staff are working, supported by the mayor, to mitigate the effect of a reduction of service provision for local NEET young people.

CARRIED

Mayor Gordon acknowledged that achieving this contract was no mean feat. It was a badge of honour for councils to achieve a Mayor's Taskforce for Jobs status. He thanked the staff for making this possible. The MTFJ team may be ambitious in what they sought, but it was a well-established programme across the country. He acknowledged the work being done by L Blair, who has continued where E Trevathan left off and has grown the programme further. The apprenticeships that had been brought about not only through Council-related contracts but also within the organisation were inspiring to see people get on the ladder. The programme was funded externally and required no funding from the Council. The Driver Licensing Programme was one he was particularly supportive of; many young people did not have licenses, and the success stories from them getting their license were immense.

Councillor Blackie commented that, having been involved with boots on the ground, he knew how well the MTFJ worked and congratulated staff.

Deputy Mayor Atkinson noted that he was fortunate to have borne the fruits of the MTFJ in two different organisations for which he was a Trustee. He implored people to support the programme right the way through because, unfortunately, funding for interns and apprenticeships was disappearing from the private sector.

Councillor Cairns was overwhelmed when he attended the MSD presentation, where they talked about the youth of today being unemployed and that the potential existed that they could be on social benefits for many years. He had been blessed to visit Comcol and see the work they were doing with young people. He also attended NOAIA, where they were starting a food forest. He believed we were blessed, wonderful people living in the district.

Councillor Mealings noted this was a guardrail programme and if the Council reached young people early enough, then staff could help them to attain who they were meant to be. She commended staff on the work they had done; they had more than doubled their contracted expectations.

5.4 Aquatics August Report - M Greenwood (Aquatics Manager)

M Greenwood took the report as read, noting that they had a strong start to the year, with attendance numbers in July 2025 rising by 4.8%. He provided a breakdown of the Customer Satisfaction Survey results over the last five-year period. The survey indicated that the Aquatic Facilities consistently achieve above the 90% target. There was some plateauing, and there were limitations as discussed previously around space at peak times and other issues highlighted in the Aquatic Strategy. He noted that staff had been working with the New Zealand Police regarding some undesirable activity at the pools.

Councillor Redmond questioned what steps were taken to ensure staff safety from inappropriate and concerning customer behaviour. M Greenwood explained that staff were provided with training on de-escalating conflict situations. They could also call on the support of the facilities' Management Team, who were there for key hours of the day. However, there were times when the best course of action was a call to the New Zealand Police. Following the situation, there was ongoing support from RAISE and the Council's Health and Safety Team, who helped afterwards.

Councillor Fulton reported that he had noticed that at a Christchurch Aquatic facility recently, they had security teams. He queried if that were something the Council needed to consider. M Greenwood noted it was not something the Council had done previously.

Councillor Cairns noted that in terms of adult learning to swim, the Waimakariri District seemed to be on a level playing field with other providers. He enquired if there was the capacity to expand the Adult Learning Swim Programmes. M Greenwood advised that adult lessons were a demand-based programme, whereas the lessons for children ran a term-based programme.

Moved: Councillor Blackie Seconded: Councillor Brine

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 250811147785.
- (b) **Notes** a strong start to the financial year with attendance of 21,500 customers for the month of July 2025. This is up 1,000 (or 4.8%) customers in comparison to July 2024.
- (c) **Notes** the consistent achievement of positive customer satisfaction results averaging 94% in the last 5 years of Aquatics' general customer surveys.
- (d) **Notes** that Aquatics staff are working closely with Police and neighbouring councils to ensure the safety of our customers remains a key priority.
- (e) **Circulates** this report to the Community Boards for their information.

CARRIED

5.5 **Libraries Update to August 2025** – L Sole (District Libraries Manager)

J Lancaster took the report as read and noted that the Council had recently received some data from the Public Libraries of New Zealand Survey. The Council achieved notable increases in several areas, including active library members, active borrowers, individual event programs, and in-person visits. The libraries recently celebrated the launch of Fuego Volume Three on National Poetry Day. They also celebrated the opening of the Maths Art Exhibition at the Kaiapoi Library.

C Brown noted L Sole had been nominated and was successful in obtaining the role of Public Libraries New Zealand Executive Committee as regional representative for the upper South Island.

Deputy Mayor Atkinson asked if there was any analysis done on the increase in in-person visits, whether that was economy-based or economic times-based. J Lancaster explained that staff had not done any specific analysis on that. However, it was something that staff had considered; they sensed that the library was one of the last places where people could visit for free, and the libraries offered a wide range of opportunities.

Councillor Fulton queried about accessibility to free resources and whether staff had a position on protecting the Council's collection of newspapers and magazines. J Lancaster noted that, unfortunately, staff had no control over titles disappearing. There was still a budget for newspapers and magazines, and these resources were well used within the libraries.

Moved: Councillor Cairns Seconded: Mayor Gordon

THAT the Community and Recreation Committee:

- (a) Receives Report No. 250703121283
- (b) **Notes** the community benefits of the below initiatives, particularly the increase of 954 individual library memberships and 677 active borrowers in 2024/2025, which reflects growing community demand for library resources, spaces, and services in the District.
- (c) **Circulates** the report to the Community Boards for their information.

CARRIED

Councillor Cairns commented that he had always supported the work that library staff did. He reiterated that libraries were not just about books; it was a place where people could feel safe. He congratulated staff, in particular J Clements, for Fuego Volume Three. He noted that the Maths Art Exhibition in Kaiapoi was extraordinary, and 20,000 people visited the libraries during the last school holidays.

Mayor Gordon endorsed Councillor Cairns' remarks. He commented that it was always a pleasure to attend the events hosted by the libraries. He commended J Clements for the work he did with young poets, particularly in a time when the use of Al was growing. The 500,000 people who visited the library each year demonstrated the value of that resource.

Deputy Mayor Atkinson would like to see an analysis conducted on the reasons for the increase in library visitors.

There was a lot touted about zero rates and ensuring the Council was cutting back; it concerned him that the first cabs off the rank would most likely be libraries and aquatic facilities. If some analysis showed the hard times were when numbers were rising, it would help support the argument as to why the services should not be cut.

6 CORRESPONDENCE

Nil.

7 PORTFOLIO UPDATES

- 7.1 Greenspace (Parks, Reserves and Sports Grounds) Councillor Al Blackie.
 - Te K\u00f6haka T\u00fchaka Trust
 — Staff was working with Ngai Tahu and the Council to divest themselves of forestry that the Trust did not want to be in anymore.
 - The Huria Planting Day on 23 August 2025, had a slightly disappointing turnout.
 They were going to do some thinking about how advertise the planting days better.

 Birdie Day welcome the birds back function at the Waikuku Reserve, it was a Council Greenspace Team sponsored event.

7.2 <u>Community Facilities (including Aquatic Centres, Multi-use Sports Stadium, Libraries/Service Centres, Town Halls and Museums)</u> – Councillor Robbie Brine

- The Dudley Aquatic Facility's exhaust needed fan replacement; it had deteriorated due to exposure to damp. That would require a temporary shutdown of the heating plant.
- The Aquatic Facilities summer recruitment for staff was underway for the pools.
- The Kane Shield was held on 18 August 2025, the evening was filled with energy, camaraderie and a genuine celebration of community spirit.
- The Council's collaboration with Christchurch City Council was working well, sharing information and enhancing customer and staff security. Selwyn District Council was exploring rostering and payroll solutions through Datacom. The Council maintained a close working relationship with Hurunui District Council, with Hanmer Springs continuing to participate in a training assessor exchange programme, providing valuable staff experience and supporting new adult educators.
- About grants, the Council was able to secure \$6,000 in funding to assist with the assessment of Rangiora Bowels.
- The Council had been working on plans for the facilities at Norman Kirk Park.
 Unfortunately, the league decided to hold a meeting, to which the Council was not invited, and they would be investing their money at Murphey Park.
- Concept plans for the Mandeville Sports Club were being worked through and would be submitted to the Oxford-Ohoka Community Board for consideration in the new term
- Staff were working with Canterbury and Country Cricket to develop a Memorandum
 of Understanding for the proposed East Belt development. The Council had set
 aside \$500,000, subject to their putting in \$500,000; the Council's \$500,000 had
 been pushed out a further three years, and there was some more work to be done
 with cricket.
- The Council had identified that outdoor courts were still going to be the most costeffective option for netball. North Canterbury Netball would like to move closer to MainPower Stadium. There was the potential of them working with tennis.
- The proposed development of the Pegasus Community Centre was progressing well; it was anticipated that a report would be submitted to the Council's 30 September 2025 meeting, hopefully with tenders.
- Staff were monitoring the Capital Delivery Programme for a large number of Greenspace Renewal Projects.

7.3 **Community Development and Wellbeing** – Councillor Brent Cairns.

- Welcoming Community events, Newcomer Safety Expo would be held on 12 September 2025, and Hanami blossom gathering at the Kaiapoi Food Forest when the cherry blossom arrives.
- Kaiapoi Menzshed were holding a teddy bear hunt to raise funds for their relocation.
- Visited Comcol, who had started a food forest, and new food forests to be established at NOAIA Trust, ARC Rangiora, the Northbrook Reserve, and Ohoka School
- Youth Futures was well attended; however, there were not many students from Kaiapoi.
- Shona Powell was re-elected as Chairperson at the Waimakariri Access Group Annual General Meeting.
- Hikurangi events had some rather small numbers in attendance.

- Experience Oxford held a very successful garage sale event
- Older Persons Expo would be hosted on 8 October 2025 at the Rangiora RSA
- Rangiora Museum would hold its monthly talk on 28 August 2025.
- Kaiapoi Museum would be celebrating its 10th anniversary at the Kaiapoi Library on 6 September 2025.
- Rangiora Promotions would host their 80s quiz night on 20 September 2025 at the Rangiora RSA.
- Kaiapoi Promotions to hold their meet the candidates evening on 10 September 2025.

7.4 Waimakariri Arts and Culture - Councillor Al Blackie.

- Noted the successful Fuego Volume Three poetry event.
- Mel Eaton had opened a new Gallery on High Street, Rangiora. Grant Davie had a superb display of photos.
- The Oxford Gallery, in collaboration with the Oxford Museum, held a successful event.
- Creative communities would meet on 29 August and had \$30,000 to allocate.

8	QUESTIONS					
	Nil.					
9	URGENT GENERAL BUSINESS					
	Nil.					
<u>NEXT</u>	<u>r meeting</u>					
	next meeting of the Community and Recreation Committeeptember 2025 at 1pm.	ee wo	ould b	pe held	on	Tuesday
THEF	RE BEING NO FURTHER BUSINESS, THE MEETING CONCL	UDED	AT 2:	:58PM.		
CONI	FIRMED					
					Chai	rperson

Date

WAIMAKARIRI DISTRICT COUNCIL

REPORT FOR DECISION

FILE NO and TRIM NO: RES-20/25082816228

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 16TH September 2025

AUTHOR(S): Aria Huang: Greenspace Landscape Planner

SUBJECT: Options for Natural Burials in Waimakariri District.

ENDORSED BY:

(for Reports to Council, Committees or Boards)

General Manager Chief Executive

1. SUMMARY

- 1.1. The purpose of this report is to inform the Community and Recreation Committee (C&R Committee) about natural burials and to seek approval for their provision within appropriate locations in the Waimakariri District.
- 1.2. Council has requested that Greenspace staff investigate the feasibility of offering natural burials in the Waimakariri District. In response, staff have consulted with other councils and reviewed national practices to better understand the principles and processes involved. Natural burials are environmentally sustainable alternatives to traditional interment. They typically avoid embalming, use biodegradable materials, and feature graves marked by simple identifiers. Burial sites are often integrated into native vegetation, supporting ecological restoration and forest regeneration.
- 1.3. While terminology and implementation vary across New Zealand, interest in natural burials is increasing. Based on current estimates, approximately 67 Waimakariri residents may opt for this form of burial annually, should it become available.
- 1.4. Developing a natural burial site in the Waimakariri District involves meeting specific operational, environmental, and regulatory criteria. Operationally, natural burials require biodegradable materials, shallow grave depths, and sequential plot allocation to support forest regeneration. Embalming and non-natural artefacts are prohibited, and graves are marked with temporary wooden markers and GPS coordinates. The burial process is designed to allow the body to decompose naturally and integrate into the soil ecosystem, with minimal disturbance and no permanent memorials.
- 1.5. Environmental and design considerations include planting native vegetation, ensuring suitable soil and hydrology, and integrating the burial site into the landscape while maintaining its distinct character. Council staff have developed a multi-criteria assessment matrix to evaluate existing and potential cemetery sites across the district. This matrix considers factors such as site capacity, access, soil quality, ecological potential, and legal status. Ten sites have been assessed using this framework, including four existing cemeteries and two future development locations, to identify the most suitable areas for natural burial implementation.
- 1.6. Staff have assessed potential locations within the district's cemeteries where natural burials could be accommodated. A full list and description of each location can be viewed in section 4 of this report. From this assessment, three locations have been identified as suitable to proceed for further investigation, these being Cust-West Eyreton Cemetery, Oxford Public Cemetery and Cust Anglican Cemetery.

1.7. Staff are seeking direction from the Community and Recreation Committee on whether to proceed with planning for natural burials in the district—either by approving further investigation and design work (recommended), or by maintaining the current position of not offering natural burials in Council-managed cemeteries.

Attachments:

- i. Natural Burials Waimakariri District Locations Matrix (250828161231)
- ii. Natural Burials Plant List, Soil and Casket Information (250828161234)

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) Receives Report No. 25082816228
- (b) **Approves** staff undertaking further investigation and design work on the existing cemeteries identified below including more detailed capital and operational cost analysis to enable the future potential provision of natural burials within the district:
 - Cust-West Eyreton Cemetery
 - Cust Anglican Cemetery
 - Oxford Public Cemetery
- (c) **Notes** once this investigation is complete, Staff will bring a report back to the Community and Recreation Committee outlining the outcomes for their consideration/approval and if required, to Council as part of the Draft Annual Plan for 2026/2027. This would identify any associated costs with provision of natural burial space.
- (d) **Notes** that 13% of New Zealanders indicate that they would choose a natural burial and an additional 18% say they probably would. This could translate to around 67 people per year potentially choosing a natural burial in our district although not all of these would necessarily be in WDC managed cemeteries.
- (e) **Notes** that there was a total of 72 burials and 154 ash internments in Waimakariri District Council Cemeteries for the past financial year. These figures are lower than 2024's total deaths (522) due to burials in other areas, non-Council cemeteries, or cremations without interment
- (f) **Notes** that at a time closer to when additional capacity is required, the provision of natural burials would be included into the design process for the Dixons Rd and Factory Rd cemeteries.

3. BACKGROUND

3.1. Council have requested Greenspace staff investigate opportunities for Natural Burials within the Waimakariri District. Staff have therefore collaborated with other Councils such as Auckland and Christchurch City Council to identify what consists of a natural burial and establish their current processes around enabling these.

What is a Natural Burial

- 3.2. A natural burial is an environmentally conscious alternative to conventional burial, designed to allow the body to decompose naturally and return to the earth with minimal ecological impact. This method avoids embalming, uses biodegradable materials, and places the body in the upper layers of active soil to support microbial activity. Permanent headstones are typically not used, instead, simple biodegradable markers and GPS coordinates identify graves. The burial area is planted with native vegetation to support ecological restoration and eventually regenerate into a bush or forest environment.
- 3.3. There are various terms used in Aotearoa New Zealand such as "green burial," "eco burial," and "natural burial" with some councils distinguishing between them. For example, Christchurch City Council currently offers "Green Burials" at Diamond Harbour and Yaldhurst Cemeteries. These are arranged in measured plot rows, with vegetation or

trees planted at each plot. However, they differ from what might be considered a full "Natural Burial," where burial plots are not necessarily arranged in rows, the area is managed as a regenerating forest

- 3.4. Natural Burials NZ, a not-for-profit organisation, has worked with councils to certify natural burial sites across the country. There are currently 12 certified locations. A 2002/2003 UMR Research survey commissioned by Natural Burials found that 13% of New Zealanders would choose a natural burial, with an additional 18% saying they probably would. With Waimakariri district recording 522 deaths in 2024, this could translate to around 67 people per year potentially choosing a natural burial although not all of these would necessarily be in WDC managed cemeteries. Of those 522 deaths, there was a total of 72 burials and 154 ash internments in Waimakariri District Council Cemeteries for the past financial year. These numbers are lower than the total deaths in 2024 for a number of reasons; some people will have been interred in other localities (eg Chch) or non-Council managed cemeteries and others may have been cremated but not interred (scattered or kept with loved ones).
- 3.5. For the purposes of this report staff have identified the key parameters when considering a natural burial and assessed the existing and future potential sites for cemeteries within our district to identify opportunities for consideration.



Photo: Natural Burials Fairhall Cemetery, Blenheim

4. <u>ISSUES AND OPTIONS</u>

4.1. There are several key parameters for developing a natural burial site in Waimakariri District. These can be grouped into three categories: operational requirements, environmental and design considerations, and the regulatory and policy framework.

Operational Requirements for Natural Burials

- 4.2. Natural burial operations typically follow these standards:
 - **Burial plot:** To enable the progressive continuity of forest restoration burial placement is sequential and is not subject to personal selection.
 - **Depth of burial:** Burials are made within the active upper soil levels at single depth, with most cemeteries maintaining a total grave depth of no more than 750 mm, leaving approximately 500 mm of soil cover above the coffin.
 - Caskets: Caskets, coffins or shroud bearers should be made of chemically untreated and unprocessed materials.

- **Shrouds:** Shrouds are a length of cloth or an enveloping garment in which the deceased is wrapped and placed upon a shroud bearer. Shrouds should be made of natural fibre such as cotton or wool.
- **Embalming:** To speed up the natural processes' bodies interred within the natural burial area must not be embalmed or chemically treated. This will also reduce the amount of artificial and toxic chemicals and materials introduced to the soil.
- Artefacts: Any items placed with the deceased must be made from natural materials and appropriate for our natural burial area. Items made from nonbiodegradable materials are not permitted.
- **Plot markers:** Only temporary wooden markers are allowed. Permanent individual memorials, monuments and associated items must not be placed within our natural burial area. An area may be set aside on the cemetery grounds where a commemorative plaque can be placed.
- Location of the burial plot: GPS co-ordinates may be recorded at the time of burial. The co-ordinates will be entered into the cemetery register and onto the natural burial area maps. It is encouraged that people consider a key aspect of natural burials: the body will eventually decompose and naturally become part of the soil ecosystem.
- **Pre-purchase of burial plots:** Burial plots can be pre-purchased in this area of the cemetery, but we will allocate a specific plot, in sequence, at the time of burial.

Environmental and Design Considerations

- 4.3. In addition to technical burial requirements, successful implementation relies on careful site planning, landscape design, and ongoing management:
 - Planting: Burial sites are planted with tree species. Ideally these would be native to support ecological restoration but, in some instances, it may be appropriate for exotic trees should this be requested. Families may select trees or shrubs, and ceremonial plantings are often offered. All planting is managed by Council to ensure ecological integrity.
 - **Plot Dimensions:** Burial plots are generally consistent with standard dimensions (approximately 2.3 metres long by 800mm wide and 800mm deep), accommodating variations in coffin size, including homemade caskets.
 - **Soil and Hydrology**: Suitable soils should be free draining, biologically active, and suitable for decomposition. Detailed ideal soil conditions, as outlined by Natural Burials NZ, are provided in the appendix for reference. Sites should also avoid high water tables, wetlands, and flood-prone areas.
 - Landscape Integration: The natural burial area should be visually and functionally
 distinct from conventional cemetery lawns, while potentially sharing supporting
 infrastructure such as paths and parking. This approach aligns with examples from
 Yaldhurst and Diamond Harbour Cemeteries (Christchurch City Council), where
 green burial zones are integrated within larger sites but follow a different landscape
 character to support ecological restoration and public acceptance.
 - Access and Infrastructure: Paths and rest areas should be incorporated to provide access while protecting plant growth and promoting a natural setting.
 - **Site Maintenance:** Ongoing maintenance is kept minimal to support natural regeneration. Formalised mowing or trimming is not generally carried out.

Potential Locations for Natural Burial Development

- 4.4. Based on the above information, staff have identified a site assessment framework to evaluate the suitability of existing and potential cemetery sites across the Waimakariri District for natural burial development.
- 4.5. Based on the key parameters identified in Section 2, a multi-criteria assessment matrix has been developed to support a consistent and comprehensive approach to site evaluation. It will be used to assess all seven Council-managed cemeteries, along with select church cemeteries and currently inactive cemeteries that may have future development potential.
- 4.6. The matrix will help identify the most appropriate location(s) for natural burials and provide a clear, evidence-based rationale for site selection. It can also be applied in the future to assess new or emerging opportunities as community needs evolve, or burial capacity requirements increase and utilises a basic traffic light system.

Assessment Criteria	Description	Assessment Category
Site Capacity and Availability	Adequate space for long-term burial needs. Compatible with other cemetery uses and expansion plans.	Ample and suitable capacity;Some space;Very limited or constrained
Access and Infrastructure	Safe and reasonable vehicle/pedestrian access. Potential for parking, pathways, and informal gathering/rest spaces.	Good access with potential for use;Moderate or improvable;Limited access
Separation from Conventional Areas	Ability to be visually and functionally distinct from standard burial areas (e.g. not in lawn cemetery zones).	Fully separate;Partial separation;Integrated within conventional lawn plots
Soil Suitability	Free-draining, biologically active soil that supports decomposition. Avoids compacted or clay-heavy soils.	Ideal soil;Mixed soil types;Poor soil
Water Table & Hydrology	Avoids high water tables, wetlands, or flood-prone areas. Favourable sites should remain dry year-round.	Dry and stable year-round;Occasional wetness;Flood-prone or wet
Existing Vegetation	Presence of native planting or compatible vegetation. Can support ecological integration and restoration.	 Native/restoration-supportive flora; Bare/grassed site, or minor presence of problematic exotics; Incompatible/exotic planting requiring removal or is sealed, gravelled, or heavily altered with limited restoration potential.
Ecological Potential	Potential to regenerate into native bush or forest. Opportunity to enhance biodiversity and ecological resilience.	 High ecological integration or enhancement possible; Moderate; Low potential
Legal Status / Land Designation (only applicable when assessing new cemetery sites)	Land is vested or can be vested for cemetery purposes under the Burial and Cremation Act 1964.	 Already vested; Not vested but likely adaptable; Not vested

4.7. The following 10 sites have been assessed using the matrix outlined above:

Existing Cemeteries

- Birch Hill Cemetery
- Cust-West Eyreton Cemetery
- Cust Anglican Cemetery
- Oxford Public Cemetery
- Kaiapoi Anglican Cemetery
- Kaiapoi Public Cemetery
- Rangiora Park Lawn Cemetery
- Raithby Cemetery

Future Cemeteries

- Dixons Road Cemetery
- 198 Factory Road, Sefton

Site Assessment for Potential for Natural Burials

Birch Hill Cemetery (130 Garry River Road, Glentui)



4.8. This cemetery has very limited space remaining for burials. In addition, the main entrance and parking area are not council-owned, which could create further constraints for any future expansion or access improvements. Due to these limitations, no further assessment was undertaken, and the site is not recommended for consideration.

Cust-West Eyreton Cemetery (3 Crysell Ave, Cust)



- 4.9. Capacity for natural burials exists in the southern side of the cemetery, between Crysell Avenue and the cemetery driveway. In addition, this cemetery includes a large grassed area currently leased for grazing, which could provide potential for future expansion. An open grassed area near the entrance offers space for parking, and the unsealed dirt track driveway could be upgraded if required. With the two main existing standard burial areas fenced off and considerable space available around them, there are opportunities to establish natural burials in locations that maintain a clear separation from the standard burial areas.
- 4.10. Soil mapping identifies the dominant soil type as Pallic soil. While this soil is generally less suitable for cemeteries due to its dense subsoil and poor drainage, which may slow decomposition, conditions could be improved through backfilling with more suitable materials to encourage biological activity.
- 4.11. Flood hazard mapping indicates that only a small portion of the site is identified as low or medium risk categories for a 200-year flood event, with the majority of the site being dry and stable.
- 4.12. The site currently has a limited number of trees, both native and exotic, with the majority of the area consisting of grasses. This would make the site relatively straightforward to prepare for natural burials and to introduce native plantings. In summary, this site demonstrates potential for accommodating natural burials.

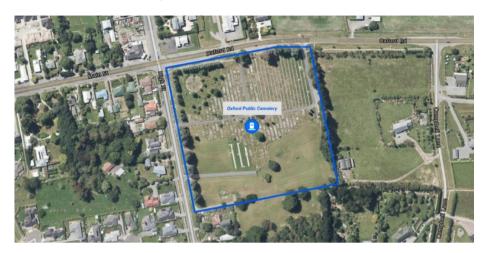
Cust Anglican Cemetery (5 Tippings Road, Cust)



- 4.13. An open grassed area near the entrance provides space for parking, and a central gravel driveway separates the north and south halves of the cemetery. The southern half has been planned for standard burials, while the northern half has not been developed and has no current plans for burial use. With the driveway acting as a clear boundary, natural burials on the north side would remain distinct from standard burial areas on the south side.
- 4.14. Flood hazard mapping indicates that most of the site falls within at least the medium-risk category, with some areas classified as high risk for a 200-year flood event. This represents the primary constraint to developing natural burials at this location. However, some higher and drier areas within the northern half may still be suitable for establishing a reasonably sized natural burial area.
- 4.15. Soil mapping identifies the dominant soil type as Pallic soil. While this soil is generally less suitable for cemeteries due to its dense subsoil, the site is also mapped as moderately well drained. Although decomposition may be slower, conditions could be improved through backfilling with more suitable materials to encourage biological activity.
- 4.16. The site is primarily grass-covered, with only a small number of flax plants and trees. This would make preparation for natural burials relatively straightforward and create opportunities for introducing native plantings. In addition, Council's Biodiversity team is currently planning a restoration project at this location in response to community requests. Aligning this restoration work with the development of a natural burial area could provide a valuable opportunity to achieve ecological enhancement and community outcomes.

4.17. In summary, while flood risk presents a key constraint, this site demonstrates potential for natural burials in suitable areas, with ecological restoration initiatives offering an additional advantage.

Oxford Public Cemetery (3117 Oxford Road, Oxford)

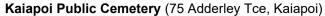


- 4.18. A large open grassed area is available on the southern side of the cemetery, providing sufficient capacity to accommodate natural burials. This area could be readily separated from the existing standard burial areas, and this cemetery already includes a formed driveway, a gathering space, and a large grass area that could be used for parking.
- 4.19. Soil mapping identifies the dominant soil type as Pallic soil, with imperfect drainage. While this may slow decomposition, the site's characteristics are not prohibitive, and conditions could be improved with suitable backfilling to support biological processes.
- 4.20. Flood hazard mapping for a 200-year flood event shows that approximately half of the potential burial area is in the medium-risk category, with the remainder outside the flood hazard area. There is therefore sufficient dry and stable ground available to establish a natural burial area.
- 4.21. The site is predominantly grassed with a small number of exotic trees. Its southern boundary adjoins Oxford Reserve, creating opportunities to enhance ecological values through native planting and integration with the surrounding reserve environment.
- 4.22. In summary, this site demonstrates good potential for natural burials.

Kaiapoi Anglican Cemetery (2 Parnham Lane, Kaiapoi)



4.23. This cemetery has been closed to new burials, and no further assessment was undertaken.





- 4.24. Capacity for natural burials exists in the southern corner of the cemetery, which is currently an open grassed area. This space is clearly separated from the standard burial areas. The cemetery has a formed driveway, road frontage that can provide parking, and an on-site toilet.
- 4.25. Soil investigations identify the dominant type as Recent Soils. These are young soils that are weakly developed, with distinct topsoils but little or no subsoil development. At this site, drainage is imperfect and soil moisture is high (150–249 mm). While these conditions may present challenges for decomposition, they are not prohibitive with appropriate management.
- 4.26. Flood hazard mapping for a 200-year flood event shows that the entire potential burial area is within the medium-risk category. This risk would need to be carefully considered in relation to long-term suitability. We know from previous experience that this site has a very high water table which has lead to operational challenges in the past and therefore would not recommend natural burials in this area.
- 4.27. The site is mainly grassed, providing an open and adaptable area for establishing natural burials. While it is relatively separate from existing native bush or forest, ecological values could be enhanced through the planting of native or indigenous vegetation.
- 4.28. In summary, due to soil moisture, a high water table and flood risk factors, this site is not recommended for consideration.

Rangiora Park Lawn Cemetery (300 & 310 Coldstream Road, Rangiora)

4.29. The site is fully planned, with limited remaining capacity for continuing the current full burial plots and ashes gardens. There is no available space to develop a natural burial area. Given these constraints. further no assessment been has undertaken.



Raithby Cemetery (136 Chapel Road, Loburn)



4.30. This cemetery is currently closed for burials, and its future remains under discussion. The site presents several complex issues that would make any further development difficult. Given these limitations, no further assessment was undertaken, and this site is not recommended for consideration.

Dixons Road Cemetery (108 Dixons Road, Loburn)



- 4.31. A Resource Consent has been granted by Environment Canterbury for the development of a cemetery, and consultation with Ngāi Tūāhuriri and surrounding neighbours has already been completed.
- 4.32. The site has not yet been developed and is currently vacant. As part of the agreement, the land will not be available for public use until the Rangiora Lawn Cemetery reaches capacity. A concept plan has been prepared, indicating a main entrance from Dixons Road, provision for different burial types, and the inclusion of an internal road, walking paths, and plantings to create distinct areas within the cemetery.
- 4.33. Soil mapping identifies the dominant soil type as Pallic Soil with imperfect drainage, which is not ideal but could be improved with suitable backfilling to support biological processes. Flood hazard mapping for a 200-year event shows that most of the site falls into the norisk category. The site also offers strong potential for ecological enhancement, particularly through regeneration and connection to the existing forest patch at the northern boundary.
- 4.34. In summary, this site demonstrates potential for natural burials when it is developed and opened. It will require further investment in planning and development before it can be progressed.

Factory Road Cemetery (198 Factory Road Sefton)



- 4.35. The site has been vested to Council as cemetery purpose, but it has not yet been developed and is currently leased for grazing. There is no plan for the site at present, but it clearly has capacity for future use.
- 4.36. Soil mapping identifies the dominant soil type as Pallic Soil with imperfect drainage, which is not ideal but could be improved with suitable backfilling to support biological processes. Flood hazard mapping for a 200-year event shows that most of the site falls within the low to medium risk category.
- 4.37. The site currently contains limited native vegetation, and the soil and flood conditions may constrain its ecological value. However, ecological benefits could still be enhanced through the planting of native and indigenous vegetation.
- 4.38. In summary, this site demonstrates potential for natural burials but will require further investment in planning and development before it can be progressed.

Next Steps

- 4.39. The investigation above identifies the following existing cemeteries as having potential for natural burials;
 - Cust-West Eyreton Cemetery
 - Cust Anglican Cemetery
 - Oxford Public Cemetery
- 4.40. Two other sites were identified as having potential but are as yet undeveloped. These were;
 - Dixons Road Cemetery
 - Factory Road Cemetery
- 4.41. While these sites have both been designated for future cemetery provision and have potential for natural burial, it is unclear when this capacity within the existing cemeteries will lead to the need for this provision. With a growing aging population this could be soon but, until required, no works are planned to begin and detailed design work has not yet been undertaken short of that required for resource consenting/delegation purposes.
- 4.42. Staff are seeking direction from the Community and Recreation Committee regarding the provision of natural burials within this district. Two options are discussed below for the Committee's consideration

Option 1

- 4.43. The Community and Recreation Committee approve staff undertaking further investigation and design work (including more detailed capital and operational cost analysis) on the locations identified (Cust Anglican, Cust West Eyreton and Oxford Public Cemetery) to enable the provision of natural burials within the district. If approved, staff would undertake this work before bringing a report back to the C&R Committee in the new term. This is the recommended option. Natural burials have been included for provisional pricing within the new parks contract so further financial information will be understood at the conclusion of the tender process.
- 4.44. Staff would further recommend that at a time closer to when their additional capacity is required, the provision of natural burials would be included into the design process for the Dixons Rd and Factory Rd cemeteries.

Option 2

4.45. The Community and Recreation Committee decline the provision of natural burials within the Council managed cemeteries in this district. Currently there is no provision for natural burials within Council owned cemeteries. Should the Committee choose not to approve this provision, this would remain the status quo and staff would inform any inquirers that this is not an option within our district. There is clear interest in this option within the community with 13% of New Zealanders indicating that they would choose a natural burial and an additional 18% saying they probably would. This could translate to around 67 people per year potentially choosing a natural burial in our district. As there is capacity and sites identified as appropriate for this, Staff do not recommend this option

4.46. <u>Implications for Community Wellbeing</u>

There are implications on community wellbeing by the issues and options that are the subject matter of this report. Providing natural burial locations within a district supports community wellbeing by fostering a deeper connection to the environment and offering a more sustainable, meaningful way to honour life and death. These spaces promote ecological restoration, reduce the environmental impact of traditional burials, and create serene, green areas that can be visited and appreciated by all. For many, knowing that loved ones are laid to rest in harmony with nature brings comfort and emotional healing, while also reinforcing shared values of stewardship and respect for the land.

4.47. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are likely to be affected by or have an interest in the subject matter of this report. If the C&R Committee approves the provision of natural burials within the district, staff will provide a brief to the Rununga through their appointed agency outlining the locations considered and requesting if they have interest or any feedback to give regarding this provision and the design of these spaces.

5.2. **Groups and Organisations**

There are potentially groups and organisations likely to be affected by, or to have an interest in the subject matter of this report. Sexton services as well as local undertakers and funeral directors will have an interest in this provision and any natural burial information would need to be made available to them.

5.3. Wider Community

The wider community is likely to be affected by, or to have an interest in the subject matter of this report. Noting that there had been limited interest to date however there is growing curiosity and interest in natural burials across New Zealand, including having being raised within our community. Staff do not recommend that consultation is required to set aside space for this, it is more about having the ability to react should demand exist.

OTHER IMPLICATIONS AND RISK MANAGEMENT 6.

6.1. **Financial Implications**

There are no financial implications of the decisions sought by this report. There is no cost required to set aside space for this activity or approve it's provision within the district. Cemeteries are a user pay cost and therefore associated costs of natural burials would be passed on to the users of these spaces.

Natural burials do not allow concrete vaults, headstones or other associated infrastructure and have reduced maintenance due to natural vegetation instead of manicured lawns. They therefore typically have significantly lower ongoing operational costs. Staff are aware that the typical timeframe for abandonment of standard graves/headstones (and associated tending of these spaces by loved ones) has dropped over time. This means that from that time onwards, operational costs associated with caring for these spaces falls to Council for the rest of time.

The advantage of natural burials is that once the trees and plantings are established, these spaces can require little ongoing maintenance and therefore significantly lower ongoing operational costs to the community. Typically other Councils have indicated that the costs of establishment of plantings is included in the price charged to users for a natural burial.

If further costs are required once further investigations are completed, this would be reported through to the draft annual plan for 2026-27 financial year.

Budget is therefore not included in the Annual Plan/Long Term Plan.

6.2. **Sustainability and Climate Change Impacts**

The recommendations in this report do have sustainability and/or climate change impacts. Natural burials support sustainability and help mitigate climate change by avoiding embalming chemicals, non-biodegradable materials, and energy-intensive cremation processes. They allow the body to decompose naturally, enriching the soil and promoting native vegetation, which can enhance carbon sequestration and restore ecosystems.

6.3 **Risk Management**

There are risks arising from the adoption/implementation of the recommendations in this report.

If the C&R Committee does not support natural burials, there is a risk that future public demand will outpace our ability to respond. Early approval allows staff sufficient time to investigate, plan, and design these spaces thoughtfully, ensuring a well-considered approach rather than a reactive one.

While there is a perceived security risk associated with the shallow nature of the graves that this could lead to either grave robbing or desecration of graves by animals and that this could in turn have cost implications. Staff have spoken with other Councils which allow natural burials and have identified that this is a perceived rather than actual risk/cost and they had not experienced any issues in this manner and, believed that this hadn't been a major issue in overseas examples either.

As noted above, only biodegradable artifacts can be buried alongside the person so the likelihood of grave robbers seeking items such as precious jewelry etc is very low.

6.3 **Health and Safety**

There are no health and safety risks arising from the adoption/implementation of the recommendations in this report as this report is seeking approval to allow for this provision and further investigate particular sites in detail. Should specific health and safety concerns be raised relating to particular sites, these would be dealt with accordingly and outlined in the report to the Board.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

- Burial and Cremation Act 1964: Any new cemetery development must comply with the Burial and Cremation Act 1964, including the requirement for land to be legally vested for cemetery purposes. Where land is vested in Council, this process involves formal notification and approval procedures, which may involve the Ministry of Health.
- Council Bylaws and Policy Alignment: Existing cemetery bylaws may need to be reviewed or amended to support natural burial practices (e.g. materials, plot markers, vegetation). Policy alignment is essential for public clarity and operational consistency.
- **Certification Standards**: Councils may opt to seek Natural Burials NZ certification, which provides nationally recognised standards for natural burial practice and enhances credibility and environmental performance.

7.3. Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

Social ... a place where everyone can have a sense of belonging...

- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.
- Our community has equitable access to the essential infrastructure and services required to support community wellbeing.

Cultural ... where our people are enabled to thrive and give creative expression to their identity and heritage......

 Public spaces express our cultural identities and help to foster an inclusive society.

Economic...and is supported by a resilient and innovative economy.

• Infrastructure and services are sustainable, resilient, and affordable.

Environmental...that values and restores our environment...

- People are supported to participate in improving the health and sustainability of our environment.
- Land use is sustainable; biodiversity is protected and restored
- Our district transitions towards a reduced carbon and waste district.
- Our communities are able to access and enjoy natural areas and public spaces.

7.4. Authorising Delegations

The Community and Recreation Committee have the delegated authority to approve the recommendations within this report.

Natural Burials Waimakariri District Locations Matrix

	Birch Hill Cemetery	Cust-West Eyreton Cemetery	Cust Anglican Cemetery	Oxford Public Cemetery	Kaiapoi Anglican Cemetery	Kaiapoi Public Cemetery	Rangiora Park Lawn Cemetery	Dixons Road Cemetery	198 Factory Road, Sefton	Raithby Cemetery Loburn
Site Capacity and Availability	•	•	•	•	•	•	•	•	•	•
Access and Infrastructure	/	•	•	•	/	•	/	•	•	/
Separation from Conventional Areas	/	•	•	•	/	•	/	•	•	/
Soil Suitability	/	•	•	•	/	•	/	•	•	/
Water Table & Hydrology	/	•	•	•	/	•	/	•	•	/
Existing Vegetation	/	•	•	•	/	•	/	•	•	/
Ecological Potential	/	•	•	•	/	•	/	•	•	/
Legal Status / Land Designation (only applicable when assessing new cemetery sites)	1	Na	Na	Na	/	Na	/	•	•	/

Attachment ii: Natural Burial Tree and Shrub List

Small Trees (8-20m)	Kowhai	Sophora microphylla
	Cabbage tree	Cordyline australis
	Ribbonwood	Plagianthus regius
	Lacebark	Hoheria angustifolia
Medium Trees (20-25m)	Black Beech	Nothofagus solandri
	Miro	Prumnopitys ferruginea
	Totara	Podocarpus totara
	Celery Pine	Phyllocladus trichomanoides
Shrubs	Kawa Kawa	Piper excelsum
	Ake ake	Dodonea viscosa
	Manuka	Leptospermum scoparium
	Kanuka	kunzea ericoides
	Five finger	Pseudopanax arboreus
	Koromiko	Hebe salicifolia
	Coprosma robusta	Coprosma
	Broadleaf	Griselinia littoralis

Natural Burials New Zealand

2009

Good decomposition soil - benchmarks

- 1. **Micro-organism count**: present bacteria, actinomycetes, algae and fungi.
- 2. **Macro-organisms count**: present earthworms, mites and millipedes.
- 3. **Organic matter quotient**: > 4-5% (except peat few nutrients)
- 4. Cation-Exchange Capacity (CEC): Good = 27.2 me/100g for clay/loam.
- 5. **Soil pH:** between 6.0 and 7.0. If out of range, prefer pH slightly higher than lower, as acidic soil reduces bacterial activity and therefore decomposition.
- 6. Carbon:nitrogen (C:N) ratio: 20:1 = ideal. More carbon = less decomposition
- 7. **Phosphorus**: stable in mid-range pH, but is trapped in clay soils and not used for plant-cell division and growth
- 8. **Potassium**: 2-7 per cent
- 9. Magnesium 10-20 per cent
- 10. **Calcium** 60-70 per cent.
- 11. **Water**: high infiltration rate (rate of water soaking into the ground), and slow hydraulic conductivity (rate at which water drains through a saturated soil).
- 12. **Soil structure**: physical properties ideal:
 - a. granular or crumb-like
 - b. Stable humus: present (dark soil, crumbly or slightly gelatinous texture)
- 13. **Soil texture**: mineral particle size. Soils with high silt content or high clay content have greater capacities for retaining water and available nutrients

Contact:

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Natural Burials

2020

Casket and Shroud Certification

The core concept

- 1. Everything about our natural cemeteries is as 'natural' as possible.
- 2. We will not introduce anything that would interfere with or pollute environmental processes, or materials for which there are alternatives with much lower production intensity.
- 3. The principles are that caskets break down quickly, allowing soil to reach the body soon after burial; and that the main materials are local and naturally occurring (and thus minimise pollution in their manufacture and introduction to the soil).

The Essentials

- The system. We use a simple open standard. Caskets and shrouds should meet all six conditions. We issue formal certification for individual models after reviewing descriptions of their components and corroborating evidence.
- Casket list: Only *Certified* caskets and manufacturers are listed on our website, and in our information packs.
- Manufacturer claims: Certified caskets can use the words "Certified to the casket standard of Natural Burials New Zealand". Permitted caskets models can use the words "Permitted for use in certified Natural Burial cemeteries".
- **Fee**: We do not charge a fee for certification nor reviewing individual models. We cover such costs in our per-burial fee which is charged to natural cemetery users.

Compliance

Casket conditions

- 1. Must be made of New Zealand sustainably grown soft-wood, using no preserving treatment.
 - Caskets made of hard woods sustainably grown or recycled in New Zealand are *permitted*, but discouraged due to long decomposition. Casket models made of these materials will not be certified.
 - o No imported woods are allowed
- 2. No composite casket casing or framing materials are allowed, but a single piece of composite material is permitted in low impact cardboard caskets and shroud bearers.
 - o No imported composite casing or framing is allowed
- 3. No toxic glues or plastic jointings.
- 4. No oil-based paints or artificial stains
- 5. No plastic handles, non-biodegradable cloths or fillings
- 6. No lead, metal or plastics handles or fixings, with the exception of metal screws and nails.

Natural Burials, New Zealand 0800 525 500 www.naturalburials.co.nz

WAIMAKARIRI DISTRICT COUNCIL

REPORT FOR DECISION

FILE NO and TRIM NO: RES-01-12: TRIM 250909170808

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 16th September 2025

AUTHOR(S): Grant MacLeod (Greenspace Manager)

SUBJECT: Advertising boards at Kendall Park

ENDORSED BY:

(for Reports to Council, Committees or Boards)

General Manager

Chief Executive

1. SUMMARY

- 1.1. The purpose of this report is to set out a proposal for Waimakariri United Football Club to generate sustainable revenue and reduce reliance on external funding partners using paid advertising signage at the artificial turf at Kendall Park.
- 1.2. Waimakariri United Football Club (WUFC) are facing increasing pressure to look for ways to find income/funding. Club representatives have recently met with staff to discuss options for generating revenue and one of the ideas was to allow the club to proactively manage the advertising signage around the Kendall Park artificial turf.
- 1.3. While signage is currently in place at the turf, it is not being actively managed as a revenue stream. The current practise for the signage is for Greenspace to administer contracts with advertisers as well as collecting revenue. Comparable venues, such as the Dudley Netball Courts, have demonstrated that selling signage space can strengthen financial sustainability for clubs. Introducing this approach at Kendall Park would support WUFC's goal of becoming more financially independent.
- 1.4. Some of the current signage holders (of which there are four) have recently responded that they would be open to continuing with an arrangement to keep signage and continue to advertise.
- 1.5. Operational costs for WUFC have increased over time, while other funding streams—more readily available when signage at the artificial turf was first considered—have declined. Securing funding for sports clubs is becoming increasingly difficult. While revenue from advertising may not cover all operating costs, it will strengthen the club's financial viability and help reduce costs for both players and funding partners.
- 1.6. The turf itself is currently managed through the Greenspace booking system, with only football using it since it was installed. This is different to the hockey turf which is managed by the North Canterbury Sport Trust who can source funding in other ways to support hockey. This is done under license, which does remain an option for WUFC regarding Kendall Park artificial turf.

2. RECOMMENDATION

THAT the Community and Recreation Committee

(a) Receives Report No. 250909170808

- **(b) Approves** Waimakariri United Football Club (WUFC) managing and collecting revenue from advertising around the artificial turf at Kendal Park.
- **(c) Notes** that if revenue from this advertising collectively exceeds \$10,000 a report will be presented back to Council.
- (d) Notes that advertising signage is to be applied only to the wire fencing surrounding the turf.
- **(e) Notes** that WUFC must obtain approval for each sign from the Greenspace Manager, who will confirm materials, dimensions, and review all content prior to printing and installation.
- **Notes** that if there is an offer for an overall naming sponsor for the turf, this is required to go to Council for consideration.
- (g) Notes that all signage contracts will continue to be administered through Greenspace, with all associated revenue directed to WUFC.
- **(h) Notes** that the setting of prices for the signs should be at the discretion of WUFC who would be collecting the revenue.

3. BACKGROUND

- 3.1. In 2015 Greenspace set up contractual arrangements for commercial advertising to take place at Kendall Park around the artificial turf. Several companies took up this opportunity which generated a modest income for Council.
- 3.2. In 2025, WUFC approached staff to discuss revenue opportunities. One of those identified was the desire to manage the signage and proactively seek advertisers to generate income for the club.
- 3.3. There is currently signage in place at the Kendal Park artificial turf; however, it is not being proactively managed as a revenue stream. In other locations, such as the Dudley Netball Courts, selling signage space has proven effective in supporting financial sustainability. Introducing a similar approach at Kendal Park would be a step towards Waimakariri United Football Club (WUFC) becoming more self-sufficient.
- 3.4. In addition to their commercial value, the signage boards provide operational benefits. They enhance the resilience of the fence structure and reduce wear on footballs by preventing direct impact. This dual function delivers measurable cost savings for WUFC, as noted during a recent on-site meeting with staff and Mainland Football. An example of the signage can be seen in the pictures below.





- 3.5. Greenspace currently administers the contracts for the signage but does not have the capacity to proactively engage commercial operators for advertising. WUFC, by contrast, could focus dedicated effort on this activity, given their ongoing need to fundraise to remain financially sustainable.
- 3.6. Over the past several years, no new signage has been installed. Some of the four existing signage holders have recently indicated they are open to continuing their arrangements to retain signage and maintain their advertising presence. Presently, contracts for the signage are managed through Greenspace, and it is proposed that this arrangement continue, with the key change being that revenue from these signs would be redirected to WUFC.
- 3.7. Advertising is generally restricted to locations where it is unlikely to result in a reduction of public amenity. Advertising within parks is typically discouraged due to the risk of signage proliferation and its potential to detract from the natural or recreational character of these spaces.
- 3.8. However, certain environments—such as Dudley Netball Courts (which currently feature advertising signage) and hockey turfs like Coldstream (where signage is not yet in place)—

are considered more suitable for advertising. These sites share characteristics with Kendall Park's artificial turf, offering controlled settings where signage can be managed without compromising the broader park experience.

- 3.9. Fencing in these areas provides a logical and contained placement opportunity, enabling signage to be installed in a structured and visually coherent manner, rather than appearing ad hoc or intrusive.
- 3.10. WUFC's operational costs have increased due to costs of equipment, fees and general expenses. This has occurred while other funding streams—more readily available when signage at the artificial turf was first considered—have declined. Securing funding for sports clubs is becoming increasingly difficult. WUFC's essential operating expenses enable participation, and the club's membership has now reached approximately 1,000. In the past year, demand has exceeded capacity, with some players turned away due to limited resources. While revenue from advertising may not cover all operating costs, it would strengthen the club's financial viability and help reduce costs for both players and funding partners.

4. ISSUES AND OPTIONS

4.1. Status quo. This option would see greenspace continue to manage the contracts for this and send out letters at time of expiry to see if advertisers wanted to continue to hold space and pay for this. Under this option any revenue would be attributed back to Council income accounts and not necessarily identified for community use.

Staff are not recommending this option as we are currently not able to proactively chase advertisers to generate revenue. This would also mean that WUFC must look at alternatives for funding which would include competing against other clubs for grants as well as being reliant on Council to help with operational costs.

4.2. WUFC collect revenue and Greenspace administer the contracts and approve signage. This option is preferred as it retains oversite of the contracts and involves staff in approving the signage which is installed. This would enable WUFC to pursue advertising and in turn this is likely to be more successful as those providing signage and revenue see it going directly to the community, rather than offsetting Council income accounts. This has a community minded approach and would enable WUFC to be more financially sustainable. The effort they put in to get advertising would be rewarded with revenue and the ability to fund the sport operationally.

Staff are recommending this option as it enables WUFC to begin the process of getting advertising signage in place and generating revenue ahead of the 2026 winter sports season. More advertising boarding also equates to better protection of the fence asset around the turf which should reduce medium term operational costs for Council.

4.3. Create a license to occupy for the artificial turf that includes a clause to enable WUFC to collect revenue (this is the same model as Dudley Netball Centre). This option has similar benefit to the option in 4.2, however it would take slightly longer to put in place. This is partly due to the license requiring both parties to enter into a contractual agreement. This could be requested for a longer-term solution as this would then be the same as the arrangement at Dudley Netball Centre.

Staff are not recommending this in the short term; however this option could be explored with the club and an LTO brought back to the Community and Recreation Committee in 2026 to consider.

4.4. Each of the options have pros and cons related to them and these can be summarised as follows:

Option	Pros	Cons
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Status quo	Council collects revenue	 Club does not get financial benefit It is challenging for Council staff to generate sponsorship from the private sector. Council staff to chase
WUFC collect funding	Assists the clubs financially in a very challenging external funding environment WUFC less likely to compete with other clubs for funding (more \$'s directly goes to community sport) Funders see benefit of being directly linked to community sport rather than payments to Council Likely to attract more signage, this can assist with the longevity of the fence asset and the clubs own equipment An affordable option for local businesses to reach over 1,000 club members (less likely to happen if status quo as not being actively pushed) Makes community sport more financially sustainable and available for a variety of households	• Council does not collect revenue
An LTO is considered	Same benefits of WUFC collecting revenue Difference being the site is now under license which makes it consistent with the likes of Dudley Netball Courts and Hockey turfs	Same disbenefit of Council not collecting revenue

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report. If WUFC are unable to continue to find funding sources the

risk is that they would have to increase subscription fees or must turn to funding sources to continue to operate.

4.5. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are not likely to be affected by or have an interest in the subject matter of this report.

5.2. Groups and Organisations

There are not groups and organisations likely to be affected by, or to have an interest in the subject matter of this report.

5.3. Wider Community

The wider community is likely to be affected by, or to have an interest in the subject matter of this report. If WUFC cannot generate revenue, this will have implications on the 1,000 plus members and their families who would have to pay increased user fees.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

There are financial implications of the decisions sought by this report.

If the recommendation is followed, this would see Council forgo a small revenue stream. This is currently not being proactively managed or collected and is not part of Greenspace's current income stream. This funding if allowed to go to WUFC would enable them to be more operationally sustainable.

Within the contracts that were put in place in 2015, each sign was to generate between \$500 for a small sign, \$1,000 for a medium sign and \$1,500 for a large sign per annum. With the two large signs, one small and one medium, this was originally drawing up to \$4,500 per annum.

It is estimated that WUFC could generate somewhere between \$5,000 to \$20,000 annually if this opportunity was capitalized on by the club. The setting of prices for the signs should be at WUFC's discretion, noting that any contracts would remain with Waimakariri District Council's Greenspace team to administer. Only the revenue would go to WUFC.

This revenue would instead be collected through the WUFC.

This budget is not included in the Annual Plan/Long Term Plan.

6.2. Sustainability and Climate Change Impacts

The recommendations in this report do have sustainability and/or climate change impacts. The sustainability of the club would be far greater by having a secured income stream. The signs would also protect the fencing around the turf which in turn would prolong the life of the asset.

6.3 Risk Management

There are risks arising from the adoption/implementation of the recommendations in this report. If the status quo is chosen, the risk is that WUFC would still need to identify other ways to generate revenue and this may lead to continued pressure on Council and other funding partners.

In comparable settings such as the artificial turf at Kendall Park, advertising signage is already in place. Council's approach to managing such arrangements has been to

establish Licences to Occupy, which provide a contractual framework enabling clubs to generate revenue from advertising in a controlled and transparent manner.

Similar environments include netball courts, hockey turfs, and potentially tennis courts or other fenced areas where clubs are based. These locations offer defined boundaries that support managed signage placement without compromising public amenity.

Staff intend to assess and manage each case individually, with proposals reported to the Community and Recreation Committee for consideration and oversight.

6.3 Health and Safety

There are not health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

Local Government Act.

7.3. Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

7.4. Authorising Delegations

The Community and Recreation Committee holds the delegation to consider the recommendations within this report.

WAIMAKARIRI DISTRICT COUNCIL

REPORT FOR DECISION

FILE NO and TRIM NO: GOV-01-04 / CMS-09-10-02 / 250902164299

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 16 September 2025

AUTHOR(S): Aimee Claassens, Community Development Facilitator

SUBJECT: Approval of the Welcoming Waimakariri Plan for public consultation

ENDORSED BY: (for Reports to Council,

Committees or Boards)

General Manager

Chief Executive

SUMMARY

- 1.1 This report seeks Community and Recreation Committee approval to release the draft Welcoming Waimakariri Plan (Attachment iv) for public consultation.
- 1.2 The aim of the Welcoming Communities Plan is to highlight existing services and policies that support newcomers, and detail new opportunities where initiatives can be focussed.
- 1.3 This Plan has been produced from the information collated in the Welcoming Communities Stocktake Report (Attachment ii), received by the Community and Recreation Committee in May 2025.
- 1.4. The Plan was drafted in collaboration with the Welcoming Waimakariri Working Group, made up of community representatives and an elected member, whose establishment was approved by the Community and Recreation Committee in May 2025.
- 1.5. The Plan has three broad themes that reflect the key findings that came from the stocktake:
 - a. Collective responsibility Kotahitanga
 - b. A welcoming Waimakariri Manaakitanga
 - c. Being advocates and supporters Kahāpai

Attachments:

- i. 'Putting out the Welcoming Mat' guide to creating Welcoming Communities Plan (Trim # 250508081144)
- ii. Welcoming Communities Stocktake Report (Trim # 250903166957)
- iii. Welcoming Waimakariri Working Group terms of reference (Trim # 250903167044)
- iv. Draft Welcoming Waimakariri Plan (Trim # 250903167029)

2. RECOMMENDATION

THAT the Community and Recreation Committee

- a) Receives Report No. 250902164299
- b) **Approves** the draft Welcoming Waimakariri Plan (Attachment iv) for public consultation, to occur between mid-October and early November 2025.
- c) **Nominates** the Community Team Manager to approve any minor edits to the draft Welcoming Waimakariri Plan as required prior to public consultation commencing.
- d) Notes that the development of the draft Welcoming Waimakariri Plan has been informed by the attached Stocktake Report, which was a collation of research and survey results that informed the development of the draft Welcoming Waimakariri Plan. The stocktake report was approved by the Community and Recreation Committee at its May meeting.
- e) **Notes** that the draft Welcoming Waimakariri Plan was developed by the internal Project Control Group and the community representative Welcoming Waimakariri Working Group.
- f) Notes with appreciation the contribution of the community members of the Welcoming Waimakariri Working Group.
- g) Notes that the Welcoming Waimakariri Working Group members developed and agreed on the mission statement of: "To foster a connected and inclusive Waimakariri, where everyone feels welcomed, safe, valued, informed and empowered to participate fully in their communities".
- h) Notes that this mission statement aligns with one of the strategic priorities in the Long-Term Plan 2024-2034: Enhance community wellbeing, safety, inclusivity and connectedness, and to the Community Development Strategy 2025-2035 goals: "Safe and Healthy, Welcome and Included, Informed and Empowered, Engaged and Connected".
- i) **Notes** that the Council Portfolio holder for Community Development and Wellbeing has participated in both the Project Control Group and Welcoming Waimakariri Working Group.
- j) Notes following public consultation, any amendments will be considered by staff before the draft Welcoming Waimakariri Plan is reported to the Community and Recreation Community to adopt early in the new Council term.
- k) **Circulates** this report to Community Boards for information.

3. BACKGROUND

- 3.1. The Waimakariri District Council joined the national Welcoming Communities programme in 2023. The Council receives \$50,000 per annum in funding from Immigration New Zealand to support 0.5 FTE facilitator for three years to develop a Welcoming Communities Plan.
- 3.2. As detailed in Attachment i, Welcoming Communities was developed due to the need to increase social cohesion, promote inclusion and diversity, and improve socio-cultural well-being within communities. Welcoming Communities supports local districts to be welcoming to migrants and newcomers. The programme includes a national benchmarking standard that provides a guide to measuring what "welcoming" is.
- 3.3. Originally established as a pilot programme with nine Councils across the country, Welcoming Communities is becoming increasingly well recognised as a valuable model to

- assist Councils to deliver important work in social inclusion. There are now 34 other Councils across New Zealand participating in the programme.
- 3.4. Waimakariri is one of New Zealand's fastest growing districts, with increasing diversity. With that comes positive benefits of sustaining economic growth and filling skills shortages, but it also means there is an opportunity to strengthen relationships between newcomers and the community they settle in and to promote a shared understanding.
- 3.5. Involvement in Welcoming Communities ensures a best practice approach to intentionally welcoming newcomers. The Waimakariri District Council is a part of a network of other 'Welcoming Communities' districts across Greater Christchurch, including the Hurunui, Selwyn and Christchurch District Councils. This network provides access to a range of supports and examples of successful initiatives applied elsewhere.
- 3.6. Newcomers are defined as anyone new to the District. This includes people from overseas, from other parts of New Zealand, international students and returning Kiwis.
- 3.7. The Welcoming Communities Programme requires the following key steps
 - 3.7.1. Producing a stocktake of current and potential activities, policies, events and groups that support newcomers
 - 3.7.2. Establish a community-led group to advise and implement the plan and ensure a community-led focus
 - 3.7.3. Develop a Welcoming Community Plan
- 3.8. The Welcoming Communities Standard for New Zealand has eight pillars that serve as a benchmark (to measure how "welcoming" we are):
 - 3.8.1. Inclusive Leadership
 - 3.8.2. Welcoming Communications
 - 3.8.3. Equitable Access
 - 3.8.4. Connected and Inclusive Communities
 - 3.8.5. Economic Development, Business and Employment
 - 3.8.6. Civic Engagement and Participation
 - 3.8.7. Welcoming Public spaces
 - 3.8.8. Cultural Identity

These eight pillars are further defined into 36 associated sub-outcomes that have been deemed by Welcoming Communities to evidence what a welcoming community looks like.

Whilst the pillars fit well with community development, they also have relevance for Council services, policy, district enhancement and economic development.

- 3.9. The Stocktake Report includes data from a public survey, two focus groups and meetings with a range of sectors. The opportunities and ideas identified in the stocktake were plotted against the eight pillars and associated sub-outcomes, referred to in 3.8.
- 3.10. An internal Project Control Group (PCG) refined the vast array of new ideas and existing actions into subsets that could form plan outcomes.
- 3.11. The Welcoming Waimakariri Working Group worked with Council staff on the iteration of the plan developed by the PCG to further refine it into the draft Welcoming Waimakariri Plan.

4. ISSUES AND OPTIONS

- 4.1. Formative work to progress the development of a Welcoming Communities Plan began with a stocktake conducted in 2024. The Welcoming Communities Stocktake Report includes a collation of the activities, policies, events and groups that support newcomers and social inclusion.
- 4.2. The results from the stocktake and the Project Control Group and Welcoming Waimakariri Working Group workshops identified main themes that formed the goals for the Waimakariri Welcoming Communities Plan:
 - 4.2.1. **Collective Responsibility Kotahitanga**: Council and community partners lead by example, prioritising the development of skills and knowledge that foster cultural awareness and embedding it as a standard practice across all areas of work.
 - 4.2.2. A Welcoming Waimakariri Manaakitanga: The Waimakariri district is celebrated as a welcoming, a place where it is easy for newcomers to connect, be supported and take part in the community.
 - 4.2.3. Being advocates and supporters Kaihāpai: Council, in collaboration with community partners, supports the community to initiate and take part in welcoming and inclusive activities
- 4.3. The plan defines outcomes that will be achieved through the delivery of the activities associated with each goal. Activities are listed under each outcome to illustrate how the outcome could be achieved and to serve as a springboard for the initial implementation plan.

4.4. OPTIONS

4.4.1. Option 1: Approve the draft Welcoming Waimakariri Plan to go out to the community for consultation.

This is the preferred option, given that the draft document has been prepared with extensive stakeholder engagement, a strong evidence-base, and in alignment with Council's Community Outcomes for the District. Furthermore, progressing the development of the Plan in the second year of funding means we are on track to fulfilling our obligation to the Ministry of Business Innovation and Employment (MBIE).

4.4.2. Option 2: Decline approval for the draft Welcoming Waimakariri Plan to go to consultation.

This is not a preferred option. There is an expectation by the broad range of networks that support this work that, through this strategic approach, Council has acknowledged the issues and opportunities of its residents and commits to its Community Outcomes for a safe, healthy, connected, inclusive and resilient District. Furthermore, should we fail to meet funder expectations, we would have to return funding granted by MBIE for the 2025/26 financial year and the two preceding years. This would equate to \$150,000.

Implications for Community Wellbeing

There are significant implications on community wellbeing as a result of this work:

- The application of an evidence-based, community-led approach ensures the development of sound, relevant initiatives that empower people to plan a part in creating a safe, healthy, connected and resilient District
- This work centres on the creation of connected, inclusive communities, where people have a sense of belonging.
- Broad sector collaboration results in better and locally accessible social, health, education and community service provision.
- People are empowered with skills and opportunities to access employment and engage in the life of their community.
- Community groups and volunteer-involving organisations are adequately skilled and resources to support the needs and deliver quality service to local residents.
- 4.5. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. The Welcoming Waimakariri Working Group

The Welcoming Waimakariri Working Group first came together in June 2025 and includes representatives who have had experience being new, from different cultural ethnicities (Indian, Filipino, Malaysian, Chinese and South African). It also includes representatives from the health, youth, education, and social services sectors, an elected member and Council staff from the Community Team and Strategy and Policy. Some members represent more than one sector.

The group has worked together on the mission statement, the plan and a way of working together going forward. In refining the Welcoming Waimakariri Plan the group worked hard to produce the broad outcomes from the bank of specific actions. They felt it was important to ensure the wording would fit our community and be relevant to newcomers.

The table below lists the members and the sectors they represent.

Name	Sector/role
Yu Bai (Bai) (China)	International Director -Kaiapoi High School
Simone Bischoff (South Africa)	Waimakariri Youth Council, Waimakariri Youth MP
Pamela Black (NZ)	Waitaha Health
Robert or Rita Bolanos (Philippines)	Global Locals of Waimakariri (GLOW), Waimakariri Filipino
Brent Cairns (NZ)	Community, WDC Service Centre Councillor WDC
Evan or May Clulee (NZ & Singapore)	Waimakariri Access group Music therapist
Yvonne Cunningham (NZ)	Global Locals of Waimakariri (GLOW)
Margaret Fernandes (India)	Global Locals of Waimakariri (GLOW)
Bhuvana Krishnan (India) or Deepak Sewak (Fiji)	North Canterbury Indian Cultural Community
Linda Lian (China)	Global Locals of Waimakariri (GLOW), Chinese Language Group
Adrienne McGowan (NZ)	Citizens Advice Bureau, Global Locals of Waimakariri (GLOW)
Aimee Claassens (South Africa) facilitator	Community Development Facilitator WDC
Sylvia Docherty (WDC Policy) and Carolyn	Attending as additional Council support
Boswell (WDC Cultural Inclusion Facilitator)	

5.2. Mana whenua

Te Ngāi Tūāhuriri Rūnanga were communicated with at the commencement of the Welcoming Communities Programme. At that stage they declined formal participation. There is a desire expressed in the stocktake by respondents for more connection with Ngāi Tūāhuriri. There is a potential opportunity for the Welcoming Waimakariri Working Group to establish a relationship with the Rūnanga where priorities align e.g. connecting newcomers with the "getting to know us" workshop through Tuahiwi Education.

5.3. **Groups and Organisations**

Collectively collaborating with well over 300 community, business, education, government and non-government stakeholders, the Community Team facilitates a community-led approach to its work. Through its various working parties, project coalitions and steering groups, the Community Team has established and maintains an in-depth working knowledge of the Waimakariri District and the physical, socio-economic and environmental factors that affect the quality of life of our residents.

These extensive networks were utilised throughout the stocktake engagement, and will continue to be utilised throughout the consultation, finalisation and implementation of the Welcoming Waimakariri Plan

5.4. Wider Community

Through its various working parties, project coalitions and steering groups, the Community Team has established and maintains an in-depth working knowledge of the Waimakariri District and the physical, socio-economic and environmental factors that affect the quality of life of our residents.

Broad community engagement is an important part of the work of the Community Team. This ensures a community-led approach that is relevant to all with a stake in creating a safe, healthy, connected and resilient District.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

There are no financial implications for releasing the draft Welcoming Waimakariri Plan for public consultation.

The Welcoming Communities programme has granted \$50,000 per financial year, for three years in funding for increased staff capacity for Councils to Develop the Welcoming Communities Plan. This covers facilitation until 1 September 2026.

This external funding and associated support via the Welcoming Communities framework has helped us to achieve the necessary increase in staff capacity, without putting additional demand on ratepayers and it is anticipated that, beyond September 2026, delivery of the Plan will continue via the community development function of the Community Team.

6.2. Sustainability and Climate Change Impacts

"A US study (Derr, 2017) identified that resilience in the face of climate change is fostered by access to nature, family and friends, and supportive networks. This means that facilitation of initiatives, like Welcoming Communities, that generate positive connections, and wellbeing will be crucial if we are to mitigate the social consequences of climate change.

Risk Management

Should the draft Plan not be approved for public consultation, there is a risk that timelines for the Ministry of Business Innovation and Employment (MBIE) would not be met and that the Plan would not be adopted by Council. This would mean that Council had failed to meet funder expectations and would have to return funding granted for the 2025/26 financial year and the two preceding years. This would equate to \$150,000.

6.3. Health and Safety

Health and Safety considerations are included in planning for Community Development portfolio activities.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

Local Government Act 2002 section 78, community views in relation to decision.

7.3 Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report. This report relates to the following community outcomes:

- a) SOCIAL A place where everyone can have a sense of belonging...
 - Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation
 - Council commits to promoting health and wellbeing and minimising the risk of social harm to its communities
 - Our community groups are sustainable and able to get the support they need to succeed
 - Our community has access to the knowledge and skills needed to participate fully in society and to exercise choice about how to live their lives
 - People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces
 - Our community has equitable access to the essential infrastructure and services required to support community wellbeing.
 - b) CULTURAL where our people are enabled to thrive and give creative expression to their identity and heritage...
 - Public spaces express our cultural identities and help to foster an inclusive society
 - All members of our community are able to engage in arts, culture and heritage events and activities as participants, consumers, creators or providers

- Waimakariri's diversity is freely expressed, respected and valued
- c) ENVIRONMENTAL that values and restores our environment...
 - People are supported to participate in improving the health and sustainability of our environment
 - Our communities are able to access and enjoy natural areas and public spaces
- d) ECONOMIC and is supported by a resilient and innovative economy.
 - Enterprises are supported and enabled to succeed
 - There is access to meaningful, rewarding, and safe employment within the district
 - There are sufficient skills and education opportunities available to support
 - the economy.

7.4 Authorising Delegations

The Community and Recreation Committee has delegated authority to develop goals and strategies, for activities the committee is responsible for. Noting that Welcoming Communities is not listed in the activities but is recognised as part of the Community Development activity.

Aimee Claassens

COMMUNITY DEVELOPMENT FACILITATOR - WELCOMING COMMUNITIES









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Welcoming Communities – Te Waharoa ki ngā Hapori

'Putting out the Welcome Mat' – a resource for developing your Welcoming Plan

Te Whāriki – he rauemi e whanake ana i tō whāriki



Introduction

A strong, vibrant community is one that enables all of its members to participate in its economic, civic and social life. It is a community where everyone feels included and has a sense of belonging. Communities that proactively foster an environment where newcomers¹ feel welcomed are more likely to enjoy better social outcomes and economic growth.

Welcoming Communities supports local government and other community organisations to take a greater role in ensuring the local community is welcoming to newcomers. It also seeks to involve local residents in welcoming activities.

About this Welcoming Plan resource

'Putting out the welcome mat' is for you to use as you consult on and develop your Welcoming Plan. It is part of a **toolkit of resources** that the Welcoming Communities team² is developing.

How to use this Welcoming Plan resource

This resource is designed to be used alongside the Welcoming Communities Standard https://www.immigration.govt.nz/documents/about-us/welcoming-communities-standard.pdf. It will support you to develop a successful Welcoming Plan that meets the outcomes under each of the eight elements in the standard.

The resource is structured around the standard's eight elements:

1. Inclusive Leadership

Local government, tangata whenua and other community leaders work together to create, advocate for and continue to foster a welcoming and inclusive community. They lead a shared plan to increase connections between newcomers and existing residents.

2. Welcoming Communications

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.

3. Equitable Access

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

4. Connected and Inclusive Communities

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.

5. Economic Development, Business and Employment

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.

¹ The term 'newcomers' refers to recent migrants, former refugees and international students.

² Welcoming Communities is an Immigration New Zealand initiative working in collaboration with partner agencies the Department of Internal Affairs (DIA), the Office of Ethnic Communities (OEC) and the Human Rights Commission (HRC).

6. Civic Engagement and Participation

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

7. Welcoming Public Spaces

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

8. Culture and Identity

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.

Under each element in this resource you will find:

- case studies one or two case studies for each standard element that describe welcoming activities already under way in New Zealand
- > welcoming activity ideas bulleted ideas of possible welcoming activities that you could include in your Welcoming Plan. Some of the bulleted ideas are illustrated with an example
- > examples shorter 'real life' examples of welcoming activities, usually with a link to further information
- > helpful links additional sources of information for you to think about.3

The ideas, examples and case studies in this resource are drawn from a range of sources in New Zealand and similar programmes in other countries. We have included ideas for possible Welcoming plan activities from:

- > central government agencies and the local government councils
- community groups and non-government organisations, including settlement service providers
- › Māori organisations
- business, cultural and sporting sectors
- > newcomers and members of the receiving communities.

This is not a comprehensive list of ideas – we encourage you to come up with your own ideas together with your community and to think about how an idea might relate to different groups of newcomers. For example, an idea that works for new migrants may work equally well for former refugees or international students, or could do so with some minor changes. We also encourage you to share your ideas with other Welcoming Communities participants, so collectively you create successful welcoming communities throughout New Zealand.

The ideas for welcoming activities are just that – ideas to add to the pot when you come to think about what is needed in your community. They are designed to trigger conversations, to spark new ideas and to prompt innovative thinking. Some of the ideas will resonate with you in the context of your community and some will not. Some ideas might go further than you wish and some might not go far enough. You might decide to take the essence of one idea and adapt it to suit your community's needs. You might already be doing some of these activities but reading a case study might trigger a thought on how to develop it further still.

We hope the ideas will inspire you to develop a Welcoming Plan full of innovative activities that meet the needs of your community and the standard outcomes.

³ Immigration New Zealand (and its partner agencies in Welcoming Communities) does not endorse any particular companies or providers.

Any providers referred to in this document are for information only.

How the welcoming activity ideas are arranged

For the purposes of writing this resource, we have placed each welcoming activity idea under a particular outcome. However, we recognise that the ideas interconnect and support each other and some could equally sit under one or more different element. When developing your Welcoming Plan, it is up to you to place the activities where they make the most sense to you and your community.

What happens next?

Prior to developing your Welcoming Plan you will have:

- > conducted a stocktake of current policies, services, programmes and activities, especially those relating to cultural diversity and settlement, and found some quick wins that you can achieve in the short term
- > an understanding of who your newcomers are and the demographics of your region
- > assessed council policies, services, programmes and activities against the outcomes in the standard
- identified your community's strengths and areas for development and where you could direct your welcoming efforts
- > begun to identify possible sources of funding for Welcoming Plan activities.

After this period of reflection and information gathering, it is now time to develop your Welcoming Plan.

It's time to plan

Your Welcoming Plan belongs to your community. To ensure you develop a successful Welcoming Plan that meets the standard and aligns with the unique characteristics of your community and region, we recommend you use a community-based approach.

Developing your Welcoming Plan

When developing your Welcoming Plan, please ensure you refer to the elements, principles and overarching outcomes in the standard. The standard provides the benchmark for what a successful welcoming community looks like and should guide the activities you undertake through your Welcoming Plan. The outcome statements paint a picture of what success looks like on the ground.

A successful Welcoming Plan will:

- > contain a range of activities under each standard element to make newcomers feel welcome
- > indicate who will lead and who will participate in the welcoming activities
- > identify new ways for locals to be part of welcoming newcomers
- > highlight and enhance the effective welcoming activities already underway
- > transform new ideas into actions and address any gaps identified
- > enable you to make Welcoming Communities a reality in your region
- > cover a period of one to three years.

Your plan is likely to be more successful if you are clear about who is leading each activity over the line. A project plan with clear timelines for key milestones is a good place to start in preparing to draft your Welcoming Plan. It is a good idea to think ahead to determine the logistics of how the Welcome Plan and its activities will be implemented, monitored, measured, communicated, reviewed and celebrated.

Choosing your welcoming activities

We expect that each Welcoming Communities region will develop its own content, format and layout for their Welcoming Plan and draw on the findings of their stocktake and bench marking exercise. Also, keep in mind the SMART mantra when developing your welcoming activities – **specific** activities which you can **measure** and that are also **achievable**, **realistic** and **time bound**.

The activities that you include in your Welcoming Plan may involve your council alone, be led by your council in partnership with community stakeholders and others, or be led by community stakeholders with local or central government support. Be sure to include some quick wins, that is, activities you are already doing but are enhancing or strengthening under the Welcoming Communities banner, and some new activities that might have a longer delivery timeline.

Your Welcoming Plan is an important step towards full accreditation as a Welcoming Community.

Where to go for help

We are happy to provide additional support as you develop your Welcoming Plan. We want it to be a success for the whole community – members of the receiving communities and newcomers. If you would like more advice or assistance, please contact the Settlement Unit at Immigration New Zealand at settlement.information@mbie.govt.nz

Welcoming America has been underway for some years now. Here are two examples of Welcoming Plans developed in Dayton and San Jose.⁴

We wish you every success in developing your Welcoming Community. If you need further information on Welcoming Communities or the standard, please visit www.immigration.govt.nz/about-us/what-we-do/welcomingcommunities

⁴ https://www.welcomingamerica.org/sites/default/files/welcomedaytonreport.pdf https://www.sanjoseca.gov/DocumentCenter/View/61918

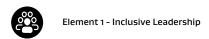


Element 1 Inclusive Leadership

Overarching outcome

Local government, tangata whenua and other community leaders work together to create, advocate for and continue to foster a welcoming and inclusive community. They lead a shared plan to increase connections between newcomers and existing residents.





Case study - Inclusive Leadership



First Voice is an award-winning initiative that draws on leadership from a number of agencies and from the wider community to help newcomers feel welcome.

Palmerston North Intermediate Normal School is highly multicultural and multilingual. ESOL teacher Barb Drake estimates that 36 different languages are spoken by its 700-or-so students and there are about 138 children who don't speak English at home.

To help students feel culturally safe, supported and valued from the moment they first arrive, the school has instituted a number of measures. Close to the school's reception area is a language board with the names and photographs of students under the headings of their first languages. Here, new students can identify other people who share their language and cultural background.

Another tradition is a 'country of the week' segment in the school assembly.

"We have two children who stand up and announce the name of the week's country. This week it's Fiji; next week it's the Netherlands. When we ask a question about the country all of the children's hands go up," says Barb.

But the centrepiece of the school's initiatives to make newcomers welcome is First Voice. While Barb has been a driving force behind First Voice since its beginning in 2000, it relies on cross—community support and leadership.

The First Voice initiative includes a booklet of themed short stories written by the students in the languages they speak at home with their families, a multicultural assembly and an exhibition of the students' work at the Palmerston North City Library.

When the children write their stories they are helped by volunteer mentors who have been recruited by the Manawatu Multicultural Centre. The Multicultural Assembly, which is held before an audience of students, teachers and parents, is made possible by the commitment and support of the school community, including the school's principal. The First Voice booklet is published by the Palmerston North City Library, which also holds an exhibition of the student's entries.



What success looks like

Overarching outcome

Local government, tangata whenua and other community leaders work together to create, advocate for and continue to foster a welcoming and inclusive community. They lead a shared plan to increase connections between newcomers and existing residents.

Outcomes

- As the indigenous peoples of Aotearoa New Zealand, Māori represented by tangata whenua, mana whenua, iwi and hapū and/ or other hapori Māori have a prominent role in Welcoming Plan activities.
- Leaders both designated and unofficial reflect the diversity in the local community, as does the council workforce.
- Leaders model the principles of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community.
- There are clear roles, responsibilities and ownership within council and in the wider community for the Welcoming Communities programme.
- Council internal and external policies, services, programmes and activities recognise and address cultural diversity.
- A range of leadership opportunities in the council and the wider community are available to and taken up by newcomers.



Welcoming activity ideas

Inclusive leadership in the Welcoming Communities context is not just referring to designated leadership roles within a council or community. Leadership can be seen in 'official' and 'unofficial' leaders and it can be found and encouraged in young and old, men and women, existing community members and newcomers.

Fundamental to inclusive leadership is organisational commitment to diversity and inclusion.

There are a number of things you could include in your Welcoming Plan to make sure your community shows inclusive leadership. We've listed some ideas below to help get you thinking.



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

- Consult and partner with local Māori to develop welcoming protocols and tikanga (customary practice), as well as Treaty of Waitangi or local Māori history programmes
- > Co-develop a plan or strategy to build partnerships between migrant and refugee community leaders, tangata whenua and local government and agree on principles for a collaborative approach to working together

Example:

Multicultural New Zealand has an example of one newcomer's experience of attending a noho marae Treaty of Waitangi education programme on their website. **See:** https://multiculturalnz.org.nz/do+we+need+noho+marae+treaty+of+waitangi+educational+programme+in+new+zealand%3F



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

- Develop a council diversity workforce policy, which fosters inclusive recruitment practices
- > Accommodate differences in cultures and backgrounds when interviewing candidates. By making a few changes to how you talk to and interview newcomers, you are more likely to get the answers you need to make well informed and more accurate decisions about their skills and experience. Immigration New Zealand has useful tools to support you. **See:** Worktalk http://worktalk.immigration.govt.nz/
- Consider ways to model cultural diversity in recruitment practices for example, in the composition of the interview panel
- Work with the population-based agencies (for example, Te Puni Kōkiri, Office of Ethnic Communities (OEC), Ministry of Pacific Peoples and Ministry for Women) to build diversity on boards and advisory panels. You could also ask these agencies to call for nominations for positions on your boards and advisory panels or promote use of their nominations databases. See: the Ministry for Women nominations database http://women.govt.nz/leadership/ and nominations services form http://women.govt.nz/leadership/nominations-service-form





Leaders model the principles of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community.

- Offer cultural competency training for council and community leaders and include it as part of induction training for new staff
- Identify opportunities for community leaders and local service providers to showcase their organisations' inclusive activities – for example, through community awards and by promoting good practices on council websites
- Prepare a letter of welcome for leaders to use in newcomer welcoming activities.
 For example, you could distribute a prepared letter of welcome from the Mayor that community leaders can use in their welcoming communications to newcomers
- 1.4

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

- Establish a designated role or team and advisory group to implement Welcoming Communities
- Help establish roles within the community for example, Welcoming Communities
 Champions to focus on welcoming activities
- Promote the value of cultural diversity and the Welcoming Communities programme in public statements and other ways
- 1.5

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

- Include cultural competency training as part of professional development for council staff and elected representatives
- > Review council policies, services, programmes and activities to determine whether they take account of cultural diversity and make changes where appropriate
- Develop strategies to measure and monitor progress towards diversity and inclusion goals, such as a council Diversity and Inclusion Strategy, or incorporate diversity and inclusion within other strategic documents and plans

Examples:

Christchurch City Council launched a Multicultural Strategy early in 2017 and hosts a multicultural sub-committee, inviting submissions and presentations from ethnic groups to inform the action plan for the strategy. **See:** https://www.ccc.govt.nz/assets/Documents/The-Council/Plans-Strategies-Policies-Bylaws/Strategies/Multicultural-Strategy.pdf

The Manawatu District Council website confirms its commitment to diversity and inclusiveness, illustrated by including text as a speech recording on its website. **See:** http://www.mdc.govt.nz/Your_Council/Diversity_Inclusion_and_Equal_Employment_Opportunity

Immigration New Zealand has guidance on Interviewing migrant candidates. This includes valuing overseas experience, communicating across cultures and strategies you can use to get the best out of migrant job candidates. **See:** https://www.immigration.govt.nz/employ-migrants/explore-your-options/finding-and-hiring-workers-overseas/interviewing-candidates-job-offer





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

- > Create newcomer internships, mentoring and buddying opportunities within council, businesses and the wider community
- > Partner with community groups and agencies to set up a leadership programme to develop newcomer leaders, including youth and women
- > Develop leadership in youth by including them in civic activities

Examples:

When Tauranga City celebrated its 30th sister city anniversary with Yantai City, China in April 2016, a group of 11 Tauranga intermediate school students accompanied the Mayoral-led delegation to Yantai. The Tauranga students were home-stayed with local Chinese families and spoke and performed at official events marking the sister city anniversary. They also attended classes at Yantai No. 2 Middle School, that has an official partnership with Tauranga Intermediate. When the students returned to Tauranga, they provided feedback on their experiences to Tauranga City Councillors. The councillors recognised the importance of its future citizens being a part of intercultural and international connections. The students recognised the importance of being in a city that is welcoming of newcomers – something they all experienced first-hand in Yantai. **See:** https://enz. govt.nz/news-and-research/ed-news/a-school-trip-from-tauranga-to-yantai/

Champions for Change is a group of New Zealand chief executive offices and chairs from across the public and private sector who are committed to raising the value of diversity and inclusiveness throughout the wider business community.

See: https://www.championsforchange.nz/

Multicultural New Zealand and the Ministry of Youth Development facilitate youth leadership initiatives that operate from mosques, churches, libraries and schools, as well as youth leadership camps. In July 2016, Multicultural New Zealand ran a youth leadership camp at the Orongomai Marae in the Wellington region to bring together youth representatives and equip them with skills and resources to be change agents in their communities. It established a strong network of youth ambassadors who work together to address challenges in the community.

See: https://multiculturalnz.org.nz/NZFMC+Youth+Leadership+Camp+2016

The Office of Ethnic Communities (OEC) ran young leaders training programmes annually for three years (2012-2014) and is looking at alumni opportunities in 2017/2018. In 2016, Fatumata Bah, originally from Sierra Leone, was selected to attend 33Sixty in Scotland. See: https://ethniccommunities.govt.nz/story/newzealand-young-leader-selected-33sixty-programme You could also work with OEC to run connecting leaders programmes. **See:** https://ethniccommunities.govt.nz/ contact-us





Welcoming America provides tools and resources to help create more inclusive communities. Check here for public resources that have been designed to help communities spark and grow welcoming efforts.

See: https://www.welcomingamerica.org/learn/resources

Welcoming America Annual Report 2016 includes a number of case studies.

See: Welcoming America 2016 Year in Review⁵

The Alberta Urban Municipalities Association provides tools and resource.

See: https://auma.ca/advocacy-services/programs-initiatives/welcoming-and-inclusive-communities/tools-resources

Local Government NZ's Council-Māori Participation Arrangements report provides information for councils and Māori to consider when making arrangements to engage and work with each other. The report reflects some of the information gathered in a 2015 stocktake, undertaken by Te Puni Kōkiri with support from the Ministry for the Environment, of council-iwi participation arrangements, and provides examples of the different types of arrangements currently used by Māori and councils across New Zealand.

See: http://www.lgnz.co.nz/assets/Uploads/44335-LGNZ-Council-Maori-Participation-June-2017.pdf

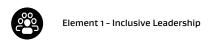
Inspiring Communities aims to strengthen community-led development in New Zealand. It has a number of resources available to support the adoption and development of a community-led approach and offers tailored training and workshops.

See: http://inspiringcommunities.org.nz/wp-content/uploads/2017/09/Community-Led-Development-Principles-2017.pdf. For details, see: http://inspiringcommunities.org.nz/

Two Ethnic Communities Engagement Summits were held in 2016 at the Auckland University of Technology and Victoria University of Wellington. About 160 people from diverse backgrounds met to discuss and debate how ethnic communities relate to tangata whenua and the Treaty of Waitangi, each other and the media. The summits were organised in collaboration with Multicultural New Zealand, Hui E!, Auckland Ethnic People Panel, Migrant Action Trust, English Language Partners New Zealand, the Centre for Applied Crosscultural Research (Victoria University of Wellington), ChangeMakers Refugee Forum and the Auckland University of Technology (AUT).

See: https://multiculturalnz.org.nz/do+we+need+noho+marae+treaty+of+waitangi +educational+programme+in+new+zealand%3F

⁵ https://www.welcomingamerica.org/sites/default/files/2016%20Annual%20Report.pdf?utm_source=General+List&utm_campaign=ad8f-cec54b-EMAIL_CAMPAIGN_2017_11_02&utm_medium=email&utm_term=0_e4451d0ede-ad8fcec54b-87567525&mc_cid=ad8fcec54b&mc_eid=9c227f6ff9



Case study - Inclusive Leadership



By embracing diversity at every level - from playing to coaching to management - the Auckland Table Tennis Association is going from strength to strength.

The Auckland Table Tennis Association is thriving. One of the reasons has been its willingness to embrace Auckland's changing demographic profile.

At age 92, Jim Coad has served on the Association's committee for over 30 years. "It's a very sociable game. People are very friendly. If they can have a game with you, they will. This is about people communicating across countries and cultures using the common language of sport."

The Association has more than 3,000 registered players, many of them school students.

Its coaches come from mainland China, Hong Kong and Korea – and its development officer, from the non-Asian table tennis powerhouse of Germany.

These coaches bring their contacts with them. Some of the junior players have trained in Shanghai, and overseas teams often visit, the most recent from Xi'An in China.

The key to success, says the Association's Chief Executive Shane Warbrooke, has been the

relationships within the Association and the mix of languages and cultures represented on the management committee. "If you want to draw on the skills and enthusiasm of New Zealand's migrant communities, you need to make sure that their members are included in your management structure and form part of your planning and strategy."

These relationships mean whenever a notice needs to be translated into Mandarin or Korean, or discussions need to take place in multiple languages, there is always someone about to prevent miscommunication.

One of Shane's recommendations is to use face-to-face communication rather than email. "When things are translated, they sometimes seem too direct." Talking personto-person demonstrates goodwill and prevents inadvertent misunderstandings.

Shane loves his work. "It is always interesting; there is always something different going on. And in the end, when you share a common passion and you are all working towards the same thing, it creates a great environment."



Element 2 Welcoming Communications

Overarching outcome

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.





Case study - Welcoming Communications



The experience of the Community Language Information Network Group (CLING) shows the importance of well-designed and targeted communication.

The Canterbury earthquakes broke down institutional boundaries, creating new alliances. One of them was CLING, formed by a number of like-minded individuals at an interagency forum. CLING's initial purpose was to help get out emergency information to Culturally and Linguistically Diverse (CALD) communities.

"People could see that there was part of the population that wasn't getting information or messages, says Maria Fresia of Interpreting Canterbury. Agencies didn't know how to get information out to people who didn't speak English."

Once CLING was formed, it began working at speed. Within two months of the earthquake it had its first publication: *Guidelines for Getting Public Information (Earthquake Messages) to CALD or Multi-Cultural Communities*.

The double-sided A4 pamphlet includes a priority list for language translation based on Christchurch's demographics and the most vulnerable groups, beginning with Chinese, Samoan, Korean, and Arabic. It gives tips about making English easier to understand, particularly when it is going to be translated. It explains how to distribute information. It also touches on the use of interpreting services.

Six months later, CLING published another pamphlet, this one devoted to the use of

interpreters: Guidelines for Using Language and Sign Interpreters – useful tips for Christchurch agencies.

Finally, in July 2012, a 40-page CLING-initiated report was released: *Best Practice Guidelines:* Engaging with Culturally and Linguistically Diverse (CALD) Communities in Times of Disaster.

More recently, CLING has helped Canterbury's 'All Right?' campaign reach out more widely.

Led by the Canterbury District Health Board and the Mental Health Foundation, 'All Right' is designed to support and improve the mental health and wellbeing of the people of Canterbury.

"It's a wonderful campaign, but it was quite inaccessible to non-native English speakers," says Maria.

Taglines like 'When did you last get your sweat on?' Or 'it's all right to feel a little blue now and then' are baffling to non-native English speakers and a nightmare to translate.

"In Chinese, I think we went for 'It's okay to ask for help'," says Maria.

"Any organisation that is trying to engage with the wider public needs to have the right mechanisms in place for engaging with CALD communities. New Zealand is a very diverse country: a one-size-fits-all style of communication is not going to work."



What success looks like

Overarching outcome

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

- The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories.
- The council is well informed about newcomers to their region and pro-actively seeks data about newcomers from relevant sources.
- The council's engagement with all residents is two-way, culturally appropriate and fit for purpose.
- Council communication materials and messages are inclusive and reflect the diversity of the local community. Council encourages other agencies, businesses and organisations to follow this model.



Welcoming activity ideas

Welcoming communications in the Welcoming Communities context extends beyond communicating effectively **with** newcomers to communicating **about** newcomers to the wider receiving communities.

There are a number of things you could include in your Welcoming Plan to make sure your community demonstrates welcoming communications. We've listed some ideas below to help get you thinking.



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

- Work with newcomers, the receiving community, local settlement organisations and government organisations, such as the Office of Ethnic Communities⁶, to develop a broad-based communications strategy for Welcoming Communities, including a website presence
- > Develop approaches to engage with newcomers in meaningful ways that allow them to take part in local decision making
- > Create an online hub where locals can connect with newcomers, learn about the benefits they bring to the community and read and watch their success stories
- > Set up innovative ways to communicate with newcomers such as Ashburton's 'Start with a Smile' campaign. **See:** http://www.ashburtondc.govt.nz/our-council/news/articles/Pages/Start-with-a-Smile-.aspx **See:** Case study on page 21



The council is well informed about newcomers to their region and pro-actively seeks data about newcomers from relevant sources.

- Create and maintain a data base of local ethnic/cultural organisations and their contact details
- > Use available data sources to better understand the demographics of the community, for example, Statistics New Zealand data and MBIE's regional migration and labour force trends reports

⁶ http://ethniccommunities.govt.nz/





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

- > Ensure key or commonly used Te Reo Māori words and phrases also have English translations to help newcomers understand and become familiar with them.

 Likewise, ensure key English words and phrases also have Māori translations
- Create 'Tone of Voice' guidelines to guide how your council communicates. Include plain English and inclusive words and phrases that are newcomer-centric, then review council communications to ensure they meet the 'Tone of Voice' guidelines.
 See: https://www.distilled.net/tone-of-voice/
- > Consider providing interpreters at focus groups or publishing summaries of council meeting minutes translated into other languages
- > Consider providing plain English and cultural competency training for all staff to ensure they are trained to engage and communicate successfully with different cultures, both in the workplace and in the community
- > Set up a focus group of newcomers and existing residents to help you assess your communications and engagement style and the channels you use. Ask the community to provide advice on what works for them



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

- Include positive images of cultural diversity in all council communications, translate aspects of important council communications into key languages and use newcomers' languages as appropriate in other communications
- > Work with local media outlets and community radio stations to help promote positive stories about newcomers and Welcoming Communities. Talk to your local newspapers about including articles that highlight good news newcomer stories, or ask your local radio station to include programmes that feature different ethnic groups in the community
- > Ensure that important information is produced in ways that make it easier for newcomers to understand. For example, include images and use plain English. Many newcomers may have English as a second language
- > Create a library of culturally-appropriate images that represent the different cultures in your community for use in publications and communications
- Develop a guide with tips on how to successfully engage with newcomers so they feel encouraged to respond and give honest feedback. This could include things like holding engagement and feedback sessions in environments where newcomers feel safe to openly express their opinions, or a list of key words and phrases in different languages that could be integrated into communications
- Promote and refer newcomers to the Citizens Advice Bureau's (CAB) Language Connect service, where they can receive information and ask questions about settling in New Zealand in their own language





The cross-agency Culturally and Linguistically Diverse (CALD) working group promotes and advises on interpretation and translation best practice.

See: http://caldgroup.com.au/services/translations/

Immigration New Zealand has a 'Keeping it Clear' guide that anyone can refer to online for guidance on how to communicate well with an audience that is new to New Zealand.

See: https://www.immigration.govt.nz/assist-migrants-and-students/keeping-it-clear

To find out more about 'Tone of Voice',

See: https://www.distilled.net/tone-of-voice/

MBIE Regional migration and labour force trends reports: http://www.mbie.govt.nz/info-services/immigration/migration-research-and-evaluation/migration-and-labour-force-trends

MBIE Community and migrants reports: http://www.mbie.govt.nz/info-services/immigration/migration-research-and-evaluation/community-and-migrants

MBIE Migration trends and outlook reports: http://www.mbie.govt.nz/info-services/immigration/migration-research-and-evaluation/trends-and-outlook

Statistics New Zealand website: http://www.stats.govt.nz/



Case study - Welcoming Communications



A novel communications campaign sets out to create community connections.

The Canterbury Employers' Chamber of Commerce knows how vital newcomers and their skills are to the regional economy and its research has shown that most Christchurch residents want to do more to make migrants feel welcome.

So in 2015, it ran a campaign called 'Start with a Smile' to encourage local Kiwis to reach out to new migrants. The campaign was built around the 'Smile Couch', a curved couch that, when two oversized balloons float above it, looks like a smiley face.

The Smile Couch made its way around Christchurch as a part of an integrated print and social media campaign.

The campaign, which attracted a number of high-profile sponsors, was an icebreaker, letting people know that it was okay to drop the traditional Kiwi reserve and to start a

conversation with new arrivals, particularly those who come from different cultural backgrounds.

The Smile Couch featured on posters, billboards and flyers throughout the city – and it appeared in print and radio media coverage of the changing face of Christchurch. Supporting organisations like the Christchurch City Council, banks, government agencies, schools, and retail areas distributed the posters and hosted Smile Couch events to bring Kiwi-born and foreign-born people together.

In September 2016, the campaign was launched in Ashburton District in support of the Canterbury Regional Economic Development Strategy. Again, it proved highly successful, with residents hosting Start-with-a-Smile events, such as potluck lunches or family sports days.



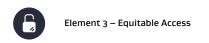


Element 3 Equitable Access

Overarching outcome

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





Case study - Equitable Access



When you cannot legally drive, everyday life can be difficult. In Hamilton, a new driving school is helping migrants and refugees qualify for their driver licences, resulting in greater access to employment and other opportunities.

New Zealand is a nation of car owners and drivers. Whether shopping, going to the dentist, getting to work, or dropping the kids off at school, we usually go by car.

Sometimes we travel by car because it suits us, and sometimes because we must. If you live in a suburb kilometres from a bus stop, there is little choice. Then there is work - many job descriptions require applicants to have a New Zealand driver licence.

So for many migrants, being able to drive is second only to English as an essential life skill, says Tania Pointon, the co-ordinator of Hamilton's Passport 2 Drive community driving school.

Passport 2 Drive was founded in 2015: the Community Road Safety Fund of the New Zealand Transport Agency (NZTA) paid for the training of qualified instructors, the WEL Energy Trust for the lease of a dual-control vehicle, and Trust Waikato provided start-up funding. Passport 2 Drive has since trained and employed Spanish-speaking instructors who can assist former refugees from Colombia

who require driving instruction in their own language.

The Hamilton Multicultural Services (HMS) Trust also holds the contract for the Open Road programme, which is co-funded by the New Zealand Transport Agency (NZTA) and the Ministry of Business, Innovation and Employment (MBIE).

Open Road combines formal lessons delivered by a qualified driving instructor with the assistance of trained volunteer driving mentors from the community to take former refugees to the point where they can pass the test for a restricted driver licence.

Just how life-changing getting a licence can be is something Tania witnesses regularly. One recent student passed his driving test on the Friday, applied for a licence-required job on the Saturday, and was at work painting houses on the Monday.

"He called in afterwards, and all he could say was 'Thank you Tania, thank you Tania'," she remembers.



What success looks like

Overarching outcome

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

Outcomes

- Council partners with local businesses, organisations and sectors to identify and address barriers for newcomers to accessing services and participating in the community.
- Council and other organisations in the community research, design and deliver services that take account of the different circumstances (for example rural/urban) and cultural backgrounds of all service users, including newcomers.
- 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 ideas

Equitable access is about addressing social and economic imbalances so that people from diverse backgrounds have the same opportunities.

There are a number of things you could include in your Welcoming Plan to make sure your community fosters equitable access. We've listed some ideas below to help get you thinking.



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

- > Develop new ways to help newcomers in the community find out about, access and use the services, programmes and activities that the council and others already provide. For example:
 - work with the local Citizens Advice Bureau (CAB) to promote services and events to its migrant clients
 - use information booths to promote services at community events
 - advertise upcoming events in food and media outlets that are frequented or used by migrant communities
 - promote services, programmes and activities in key public areas, such as transport hubs, individual bus and train stops, libraries, public buildings and other public spaces
- Review the communications and channels you use to promote services, programmes and activities to make sure they are culturally appropriate and accessible to diverse audiences. Seek advice from migrant groups and networks on how to successfully communicate with different cultures and identify images and symbols that everyone understands. Provide translations in the major languages of your community as appropriate
- > Establish a process to regularly review and monitor policies, services, programmes and activities to make them more inclusive of newcomers
- Make a list of organisations and groups in your region that have responsibility for providing information to people about services, programmes and activities
- Review council services, programmes and activities to see if they can be made more accessible to newcomers. For example, council could set up a volunteer group to help newcomers get to council-run services and activities
- > Develop tips for local organisations on how to engage with and make services, programmes and activities more inclusive and suitable for the different newcomer groups in your community





Council and other organisations in the community research, design and deliver services that take account of the different circumstances (for example rural/urban) and cultural backgrounds of all service users, including newcomers.

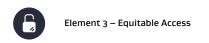
- > Develop a better understanding of the different service needs of newcomers and how you could meet them. For example, you may be able to reduce isolation in rural communities through online access, transport arrangements and outreach services
- Where possible, involve newcomers in the co-design of services, programmes and activities
- Provide interpreter support for front-line council staff who deliver services to newcomers
- > Invite newcomers to help promote and front events and activities
- > Run a competition to get ideas for newcomer-friendly community activities. Include a list of specific criteria that the ideas should meet. For example, the activity should be suitable for a range of cultures to take part in. Invite schools, tertiary providers and community groups to take part, or make it a neighbourhood competition. The competition could help connect newcomers with existing residents and encourage them to share their different perspectives
- > Develop a diversity toolkit for your region

Examples:

The Hamilton City Council has developed a Diversity Toolkit for employers, community groups and other service providers. It's intended to give the wider community an understanding of the cultural, ethnic and religious differences among the city's residents and tips on how to respect and appreciate those differences. See: http://www.hamilton.govt.nz/our-city/community-development/Documents/2017006%20Diversity%20Toolkit%20-%20PRINT%20-%20Feb%202017.pdf

'Connecting with Diversity Auckland Sports Toolkit' has been developed by Auckland Council, Sport Auckland and Sport and Recreation New Zealand (SPARC) with support from Auckland Regional Physical Activity and Sport Trust (ARPAST). See: http://connect2sport.org.nz/wp-content/uploads/connectingwithdiversityaucklandsportstoolkit.pdf

BNZ diversity toolkit: In 2014 BNZ launched an 'All Roles Flexible' approach for employees throughout New Zealand, where all jobs were to be advertised with a flexible work option. **See:** http://flexibility.championsforchange.nz/casestudies/bnz-all-roles-flexible/





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

- > Work with members of the receiving community to introduce newcomers to local social, recreational, sporting, cultural, arts and other groups and networks operating in the community
- Develop an online services directory that lists local services that are available for newcomers as well as the receiving community. For example, information and services they can access from the Citizens Advice Bureau, local libraries or i-Site
- > Include information in the directory about where to go for information in areas such as disability support and New Zealand Sign Language
- Develop a pool of information sources that link newcomers to information about Māori culture. Draw on existing sources of information
- Link newcomers to your region's service information on Immigration New Zealand's New Zealand Now website
- > Support relevant council staff to have a better understanding of the local environment and services and programmes offered by faith-based institutions

Example:

Welcoming Neighbourhoods (Howick), along with the Auckland Council, local leaders, cultural centres, local community groups and local boards, is organising bus orientation tours for council staff to visit local faith-based institutions.



The New Zealand Now regional pages provide information on community services, including local GP and schools.

See: https://www.newzealandnow.govt.nz/regions-nz



Case study - Equitable Access



In Wellington, education providers, international student volunteers and the Police are working together to promote the wellbeing of New Zealand's international student community.

The years from adolescence to young adulthood can be a difficult and vulnerable time, says Wellington District Ethnic Liaison Coordinator Phil Pithyou. This is the period when people establish relationships, experiment with alcohol, begin driving and establish their independence. It is a complicated life stage, and it can be particularly so for international students who are living far from home and family.

As a population, international students can be more vulnerable to falling victim to crimes such as burglary or fraud, and the barriers of culture and language make them less likely to know where to go for help.

Wellington's International Student Ambassador Programme, which was set up in September 2016, is part of the solution, preventing crime and victimisation by getting the right messages out using messengers who understand the best ways of connecting with their communities. The ambassadors and police share information to help each other.

Currently, five education providers belong to the programme: Queen Margaret College, Whitireia New Zealand, WelTec, the Wellington campus of Massey University, and Victoria University of Wellington.

Similar programmes in Auckland, Hamilton and Christchurch have also been highly successful.

The International Student Ambassador Programme complements the community patrols operating in Auckland, Wellington and Christchurch. Working with the Police, the patrols draw on volunteers from a range of cultural backgrounds.

The patrols help newcomers feel more connected with their communities and more comfortable about asking the Police for help. As volunteers, the patrol members participate in the life of the wider community, and some have gone on to join the Police.





Element 4

Connected and Inclusive Communities

Overarching outcome

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.





Case study - Connected and Inclusive Communities



Taking part in sport and active recreation is a great way for people to form friendships outside their immediate social circles and to establish healthy lifestyles. It helps people feel connected and included in community life.

Rugby must embrace change if it is to appeal to all New Zealanders, says Community Rugby Manager Greg Aldous of North Harbour Rugby.

One of the innovations the New Zealand Rugby Union has embraced is Quick Rip rugby, a safe, non-contact, easy-to-play sport anyone of any ability can play.

Quick Rip Rugby is an ideal way to introduce newcomers from cultural backgrounds that do not have a rugby tradition to the team sport for which New Zealand is famous.

"I'd like to see a range of cultures out there having fun and discovering our national sport," says Greg.

On a sunny Saturday, children and parents from the New Zealand School of Korea gathered on the sports grounds at Sunnybrae Normal School on Auckland's North Shore to have a go at the game.

Under the supervision of representatives from North Harbour Rugby, Harbour Sport, and the

local Northcote Nobra Presidents rugby team, the new players were introduced to the skills of passing, catching and running with the ball and to the rules of the game.

Quick Rip rugby mixes elements of sevens rugby and an already-established game for primaryschool-age rugby players called Rippa Rugby.

The most obvious difference is the absence of tackling. Instead, in place of being tackled, each player wears a Rippa Rugby belt equipped with two Velcro tags. The equivalent of a tackle is ripping off the tag from the belt of an opposing player.

Quick Rip rugby games are short, fun, fast and safe.

"At the beginning of the day, everyone was a bit apprehensive, but you could see people's confidence levels rising as things went along. The organisers made it really fun and engaging," says Jenny Lim, ActivAsian programme leader at Harbour Sport.



What success looks like

Overarching outcome

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

- Coordinated, comprehensive and appropriate initial welcoming support services are available from council, other agencies and community organisations.
- The receiving community is well equipped and supported to welcome and interact with newcomers.
- Members of the receiving community and newcomers build relationships and are at ease with connecting and learning about and from each other.
- Different cultures are celebrated and people are supported to express their cultural beliefs and customs, including language and religious practices.



Welcoming activity ideas

A connected and inclusive community is a place where people feel included in local activities and decision-making processes and are safe to express themselves in ways that acknowledge their culture, heritage and background. They know that their voice is heard and that their needs are understood and are reflected in city/regional policies and practices. By creating policies and programmes that support inclusion, newcomers and long-time residents feel they belong.

There are a number of things you could include in your Welcoming Plan to make sure your community is connected and inclusive. We've listed some ideas below to help get you thinking.



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

- > Plan and implement integrated welcoming support services
- > Refer newcomers to existing information services such as those offered by your local CAB
- > Refer newcomers to important community information, including civil defence and emergency response. **See:** https://wremo.nz/publications/language/ Consider ways to promote and distribute this information to newcomers through existing networks
- Help run events for newcomers and their neighbours that will help newcomers understand the importance of being prepared for emergencies, for example 'go bag' events. Having an emergency kit ready for earthquakes or floods may be something newcomers are not used to. Putting kits and 'go bags' together with the help of neighbours and other community members will help to build relationships across the community
- > Develop newcomer 'welcome packs' to encourage newcomers to use council-run facilities and services, meet other members of the community and understand that these services and facilities are there for them to use. Welcome packs could include free passes and/or free or subsidised membership for a period of time for council-run services and facilities for example, swimming pools, public transport etc



The receiving community is well equipped and supported to welcome and interact with newcomers.

- Provide training and support to members of the receiving communities to build their capacity to welcome and interact with newcomers, for example, cultural competency training
- > Develop innovative ways for locals and newcomers to stand up to prejudice

Example:

Give nothing to Racism – Following the launch of the Human Rights Commission's *Give Nothing to Racism* campaign fronted by 2017 New Zealander of the Year Taika Waititi, the pupils at Holy Family School in Porirua made a video asking their teachers to simply pronounce their names correctly as a way to give nothing to racism. **See:** https://www.youtube.com/watch?v=Y5srma_Vq8M

Porirua Mayor Mike Tana was inspired by the pupils' leadership and soon after signed up Porirua City to be the first city to support the messages of the Give Nothing to Racism campaign.



"Here in Porirua we had Holy Family School who signed up straight away and part of that korero was around children's names not being pronounced correctly, so it gave me the idea to say look we should be supporting our children and we should be having that conversation," Mayor Tana said. "Porirua is the most multicultural city – I call it that anyway – in New Zealand... so why not take the lead?"

Race Relations Commissioner Dame Susan Devoy welcomed Porirua's decision. "Prejudice starts in our everyday lives and it's up to each and every one of us to make a stand," she said. "Porirua's stand is about leadership, mana and identity." **See:** www.givenothing.co.nz

Contact: Human Rights Commission: Infoline@hrc.co.nz; txt 021 02364253; call 0800 496 877.

> Encourage the receiving community, including former newcomers, to work together to support newcomers, show them around and get them involved in activities. For example, you could suggest a newcomer mentoring programme

Example:

One local council has been assigning a group of mentors, made up of two locals and two former newcomers, to a group of newcomers. The mentors plan activities for themselves and the newcomers, such as hikes, museum trips, game nights, pot-luck dinners etc. The mentors share their knowledge of the community with the newcomers during the events and help the newcomers to explore their local surroundings.

> Tap into or set up a Local Settlement Network (LSN) that includes representatives from all services and migrant business groups in your region

Example:

Developing a sustainable model for **Local Settlement Networks (LSN)** supports new migrants in isolated rural locations. Clutha is one such district where there are few, if any, traditional settlement services. In 2017, Clutha District Settlement Support (CDSS) was formed to fill this gap. Key local players were pulled together into a network and become acquainted with information about the settlement needs of migrants in the region and Immigration New Zealand's national approach to supporting them. A needs analysis for supporting local migrants was included. In September 2017, the group scooped the top award in the Clutha District Trust-Power Community Awards. The judges said the group stood out because of its creativity, impact and the input of volunteers.

See: https://www.facebook.com/CluthaDistrictSettlementSupport/





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

- Encourage newcomers to join the Parent Teacher Association (PTA) of their child's school. Some schools have a large proportion of migrant children but their parents can be under-represented on PTAs. Many newcomers may not understand the role of PTAs or school boards of trustees and how they can contribute to them.
 See: https://www.newzealandnow.govt.nz/living-in-nz/education/role-of-parents
- > Encourage existing volunteer and community programmes to create opportunities for newcomers, both as participants and as service recipients
- > Encourage community groups and churches to invite newcomers to regular meetand-chat events, such as baking and craft classes and coffee mornings
- Approach Community Patrols NZ to discuss the possibility of inviting newcomers to become volunteer patrollers to help create safer communities. Police safety patrols are voluntary groups of people who give some of their time and take responsibility within their own community to help the Police make the local community safer for everyone
- > Run specific initiatives to support newcomers

Example:

'Shift' is a fitness programme for girls, run by Wellington City Council by females for females. **See:** https://wellington.govt.nz/recreation/support-and-advice/shift-physical-activity-and-wellbeing

The following two programmes support refugees to learn to ride bikes.

See: http://www.radionz.co.nz/national/programmes/thiswayup/audio/201840274/new-nzers-learn-to-ride-bikes **and** http://www.nzherald.co.nz/cycling/news/article.cfm?c_id=31&objectid=11931924

 Support newcomers and local residents to improve their knowledge of the local environment

Example:

Welcoming Neighbourhoods (Howick), along with the Auckland Council, local leaders, cultural centres, local community groups and local boards, is organising bus orientation tours for new migrants to visit the local marae and faith-based institutions.



> Encourage local sports teams to provide opportunities for newcomers to get involved in and learn about popular local sports

Example:

The FootbALL diversity programme is an initiative between the Wellington Phoenix football club, the Human Rights Commission, Red Cross, ChangeMakers Refugee Forum and Multicultural New Zealand. The programme offers former refugees in the region a season ticket for the 17/18 season, in recognition of the important role sport plays in building bridges between individuals and across communities. The Wellington Phoenix chose to help councils with their settlement and integration programmes as a way of saying thank you for the support they get from a number of local councils. **See:** https://www.wellingtonphoenix.com/news/phoenix-spread-love-through-football-0

> Encourage newcomers to adopt a tree or a native animal. This will help newcomers understand the value New Zealanders place on nature and wildlife, especially native plants and animals. Encouraging newcomers to develop a sense of ownership and responsibility for our flora and fauna will help them to understand New Zealand values and feel more included



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

Work with local safety and emergency organisations to get newcomers involved in safety initiatives and emergency preparedness

Example:

The City of Cupertino, California, sees emergency preparedness training as an opportunity to focus on common needs and help people get to know their neighbours. Cupertino provides one to three hour emergency preparedness training for neighbourhoods. Once they are trained, residents conduct emergency drills together. This breaks down barriers as newcomers can work together with residents to ensure they keep each other safe. **See:** https://www.welcomingamerica.org/sites/default/files/Receiving-Communities-Toolkit_FINAL1.pdf

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Develop and promote a community-wide Welcoming Communities calendar of events to celebrate and showcase cultural diversity. Partner with groups like your local library, CAB and Newcomers Network to help develop and promote events. Suitable events could include things like neighbourhood meet, greet-and-eat events, where people bring food from their culture to share; street parades to celebrate cultural festival days; events where newcomers and the receiving communities can share and get to know about each other's culture

Example:

The Citizens Advice Bureau hosts a wide range of migrant information sessions suitable for newcomers. **See:** http://www.cab.org.nz/acabnearyou/Pages/home.aspx

The Newcomers Network event calendar hosts a wide range of events from Newcomer Networks around the country. **See:** http://www.newcomers.co.nz/

The New Zealand Now Event calendar showcases events from selected providers that are targeted at newcomers. **See:** https://www.newzealandnow.govt.nz/events-nz

The Auckland Libraries' events calendar has listed Diwali celebrations, Chinese (Lunar) New Year, Samoan and Māori Language Weeks, World Refugee Day, Matariki, Waitangi Day and Pasifika festival. Regular community and learning programmes and activities include Mandarin and Samoan Storytimes and computer classes in Mandarin. Auckland Libraries has also developed programmes with partner organisations to engage particular communities, for example the Talanoa Pasifika participatory educational sessions for school children, which introduce them to Auckland Museum's Pacific treasures, library resources and wider Pacific concepts and knowledge paradigms. Here are examples of community and language events. See: https://www.aucklandlibraries.govt.nz/Pages/events-search.aspx?search=&range=month&type=9&show=12

Consider offering opportunities to accommodate different needs. For example, encourage your local fitness and aquatic centres to offer women-only exercise or swimming hours to give women, including Muslim women, the opportunity to exercise or swim in a culturally safe environment

Example:

There are swimming pools around the country that are partially closed one night a week to give women the opportunity to learn to swim. Although the lessons are inclusive of all women, it appeals to Muslim women in particular who for cultural and religious reasons feel more comfortable swimming in a female-only environment. The lessons are aimed at improving the confidence of women in and around the water, encouraging physical activity and building quality relationships, while developing knowledge of water safety, which the women share with their own families.



Case study - Connected and Inclusive Communities



There are around 38 Newcomers Networks operating around New Zealand, helping people meet and establish friendships in their communities through shared activities. These networks go a long way towards helping newcomers feel connected and included in community life.

At the 'Cosy Coffee Chat' run by the Albany Newcomers Network, an impromptu geography lesson is taking place. Marina is explaining where she comes from to Claire and Anna from China, who are tapping 'UKRAINE' into a pocket-sized electronic translator.

Marina, a computerised numerical control engineer who has married a New Zealander, is eager to improve her English. "Do I say it correctly? You must correct me!"

This is the weekly Friday Cosy Coffee Chat. No set topics, no lessons delivered, no judgements passed, says Albany Newcomers Network Coordinator Laure Romanetti, adding her French accent to the mix.

"If you are with English speakers and you speak once and people don't understand that's okay. But if it happens over and over again it gets depressing. A lot of people don't understand how difficult learning a new language is. People need somewhere to practise where they don't have to worry about making mistakes."

Many of the North Shore's residents are overseas-born and at risk of isolation – some, like Marina, are the partners of migrants or Kiwis; some are caregivers for children or grandchildren; some are international students, perhaps living away from their family and friends for the first time in their lives.

The Albany Newcomers Network provides connection and inclusion.



Element 5

Economic Development, Business and Employment

Overarching outcome

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.





Case study - Economic Development, Business and Employment



The Skilled Newcomers Programme matches the skills of newcomers to the needs of local businesses. It is a practical way to maximise and harness the economic development opportunities that newcomers can bring to a community.

The programme is offered by providers in Northland, Auckland, Waikato, Bay of Plenty, Wellington, Canterbury and Southland.

"Wellington is a very-high-skill city, it needs knowledge workers," explains James Sauaga, the Wellington Programme Coordinator for the Wellington Chamber of Commerce.

Often newcomers have the skills employers need, but they don't understand how to look for a job in New Zealand or what it is that employers are looking for.

"It can be very different from the way they approach things in their home countries," says James.

Many are the partners of skilled migrants.

The Wellington Skilled Newcomers Programme works in collaboration with Work Connect, a migrant work-ready programme offered by the Tertiary Education Commission, and Victoria

University's Workplace Communication for Skilled Migrants.

"We are very lucky to have such a great local network supporting skilled migrants," says James.

"This is a creative city; Wellington is very diverse. You have to make an effort to understand how the company you want to work for operates. What are they looking for? What is their culture like? Take the IT industry. At one company the dress code will be jeans and t-shirts; at another, it might be suit and tie."

A variety of agencies refer newcomers to the Skilled Newcomers Programme. The programme aims to connect its newcomer clients with employers through the Chamber of Commerce's network.

"Our emphasis is on supplying our employers with quality candidates," says James.



What success looks like

Overarching outcome

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

- Newcomers, including international students, are supported to access local employment information, services and networks.
- Newcomers, including international students, are supported with local knowledge and skills to ensure they can operate successfully in the New Zealand work environment, either as a business owner or an employee.
- The receiving community recognises the value of diversity in the workplace, of newcomers' contribution to the region's growth and of the resulting wider economic benefits.
- Local employers and workforces develop their intercultural competency.
- Mutually beneficial connections and initiatives are set up with migrant business people by the local business community and professional networks.



Welcoming activity ideas

Flourishing in a 21st century economy will mean making the most of skills, knowledge and experiences your newcomers have to help build a stronger local economy. Communities across the country and around the world are seeking to attract and retain talented people. Building a robust economy will involve ensuring everyone who lives in your community knows how to engage with and effectively participate in the labour market.

There are a number of things you could include in your Welcoming Plan to make sure your community benefits from the skills and talents of newcomers. We've listed some ideas below to help get you thinking.



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

- > Include local employers, the Economic Development Agency, the Chamber of Commerce and other professional networks in welcoming initiatives
- Use existing information channels to ensure newcomers have access to council information about workplace health and safety requirements for small businesses
- Investigate programmes that support newcomers who wish to start their own business and ensure newcomers have access to mainstream support programmes for new business owners



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

- > Promote and showcase employers with diverse workplaces and inclusive work practices. Diversity Works NZ has a number of stories on their website that focus on cultural inclusion. See: https://diversityworksnz.org.nz/success-stories/ diversity-and-inclusion/
 - Immigration New Zealand publications, such as LINKZ, will have stories of employers in your region. **See:** https://www.newzealandnow.govt.nz/resources/linkz-magazine
- > Work to actively dispel myths and misconceptions around immigration
- Consider opportunities and events to showcase the positive impact of newcomers on the community
- Promote and showcase the benefits of newcomers' contribution to the community's workforce and economic growth





The receiving community recognises the value of diversity in the workplace, of newcomers' contribution to the region's growth and of the resulting wider economic benefits.

- > Establish a business award to recognise businesses that excel in cultural competency and inclusiveness. **See:** Case study on page 47
- Partner with your local businesses, multicultural council and media to showcase positive newcomer stories

Example:

Westpac Rotorua Business Excellence Awards: Rotorua Multicultural Council is making a significant contribution to welcoming new migrants and international students to their community by participating in the Rotorua Business Excellence Awards. Most of the work is done by passionate volunteers. Committee members come from nine different countries ranging from Argentina to Zimbabwe.

See: https://www.rotoruachamber.co.nz/events-training/westpac-business-excellence-awards/



Local employers and workforces develop their intercultural competency.

- > Work with local businesses to provide opportunities for intercultural competency training. Diversity Works NZ (formerly the EEO Trust) provides workshops on cross cultural working environments.
 See: https://diversityworksnz.org.nz/eventsandtraining/diversity-committee-workshop-setting-diversity-inclusion-committee-2/
- Collect data on the number of businesses set up by newcomers and the products and services they offer to your community



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

- > Encourage the local chamber of commerce to reach out to migrant business owners
- > Hold events to promote networking between migrant business owners and the local business community and professional networks
- Consider holding information sessions for migrant business owners about their responsibilities as employers



Helpful links

The Ethnic People in Commerce (EPIC) conference, hosted by the Office of Ethnic Communities (OEC), aims to strengthen the links between government and New Zealand's ethnically diverse business community. This year's theme was 'The New Zealand Business Story' – best practice, better business, providing valuable insights and perspectives into digital disruption, innovation and success in an ever-changing global economy.

See: http://ethniccommunities.govt.nz/story/ethnic-people-commerce-epic-2017-conference

Immigration New Zealand has a range of resources for employers and employees to help newcomers succeed in business and the workplace.

For employers, see:

- > Resources for employers of migrant workers: https://www.immigration.govt.nz/employ-migrants/settle-migrant-staff/resources-for-you
- > Resources to support the settlement of migrant staff: https://www.immigration.govt. nz/employ-migrants/settle-migrant-staff
- > How to help migrant candidates succeed in competency-based interviews: https://www.immigration.govt.nz/employ-migrants/explore-your-options/finding-and-hiring-workers-overseas/interviewing-candidates-job-offer/help-migrant-candidates-succeed

For employees, see:

- Resource to support migrants succeeding in job interviews: https://www.newzealandnow.govt.nz/work-in-nz/finding-work/job-interviews
- Resources for migrant workers about Kiwi workplaces: https://www.newzealandnow.govt.nz/resources?default=settlement_guide



Case study - Economic Development, Business and Employment



The Wellington Gold Awards, established in 1999, celebrate the excellence and the enterprise of business in the Wellington region. In recent years these business Gold Awards have showcased Wellington businesses that demonstrate good practice in hiring skilled migrant staff.

The Immigration Gold Showcase category recognises local businesses that go the extra mile to ensure that their new migrant employees are welcomed and well-supported through the challenges of adjusting to Kiwi workplaces, while they settle and build a life in Wellington.

Immigration New Zealand Deputy Chief Executive Nigel Bickle says, "We're delighted to have sponsored this Showcase Category Award, which always delivers such a good cross-section of winners – from small local retail businesses to world-renowned scientific research organisations, large engineering consultancy services and leading IT companies. These businesses reflect the diversity of Wellington's economy and business community – many of which are supported with migrant

skills, enabling their business growth. Their commitment to their workplace culture, supporting the settlement needs of new migrants and their families is exemplary.

Wellington – like all regions – has always been reliant on migrant skills to help its businesses to prosper. Where skills can't be sourced locally, Immigration New Zealand supports businesses to recruit and retain the best skills available from around the world".

Immigration contributes to building regions' economies and creating new jobs by encouraging innovation, deepening our links with international markets and providing access to the skills and capital that businesses need for growth.





Element 6

Civic Engagement and Participation

Overarching outcome

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





Case study - Civic Engagement and Participation



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Volunteer Wellington goes out of its way to support and celebrate migrant volunteers, helping them to participate in and contribute to their local communities.

From its offices in downtown Wellington, Volunteer Wellington matches volunteers, many of them migrants, with the needs of its more than 400 member organisations.

In fact, Volunteer Wellington goes out of its way to celebrate the contribution migrant volunteers make to the community.

It holds annual Volunteer Connect Awards for New Migrants, officiated over by the Wellington Mayor, and in 2017 it published *Volunteer connect: Migrants volunteering in the community*, a booklet containing the stories of 30 migrant volunteers from 19 different nations.

Anyone who wants to use Volunteer Wellington to find a placement is first given a comprehensive interview.

People choose to volunteer for a mix of reasons. Some are looking for a better work-life balance, some to serve a cause, some for social relationships, and some – many of them migrants – as a way of gaining experiences that will make them more employable.

Working as a volunteer answers that need, and it also gives the volunteers something else employers are looking for – an implicit understanding of Kiwi workplace culture.

Where better to learn about smokos, workplace shouts, and the way Kiwi workers and managers interact than in a real-life workplace?

But volunteering is also its own reward, as most volunteers who find full-time work continue to volunteer in their spare time.



What success looks like

Overarching outcome

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

Outcomes

- The council's elected members and staff effectively communicate with newcomers to promote their engagement in local government processes.
- 6.2 Newcomers are encouraged and enabled to get involved in local government and civil society.
- 6.3 Newcomers' efforts and achievements in civic participation and community life are acknowledged and celebrated.



Welcoming activity ideas

Civic engagement and participation is best demonstrated when members of your community give their time, skills, knowledge and energy to contribute to the common good of your community in ways that can positively impact individuals. Participation in public processes and community life is a fundamental part of newcomer integration. Participating in local decision-making processes means their priorities and needs can be addressed and heard by the wider community.

There are a number of things you could include in your Welcoming Plan to make sure your community facilitates civic engagement and participation. We've listed some ideas below to help get you thinking.



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

- Conduct targeted information sessions on civic society matters and host tours of council offices
- > Encourage newcomers to attend civic activities that would help build their knowledge of their new community and develop their networks
- Work with the Electoral Commission to encourage eligible newcomers to vote in local and central government elections
- > Engage with newcomer groups during consultation on council policies and plans. Ask the Office of Ethnic Communities (OEC), the Citizens Advice Bureau (CAB), and other newcomer-focused service providers to circulate information on upcoming consultation processes to newcomer stakeholders
- > Identify activities to encourage newcomers to participate and get involved in civic life



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

- Set up civic and community leadership development programmes for newcomers, drawing on the expertise and experience of locals. For example, you could encourage newcomers to volunteer on local boards and encourage members of advisory boards to provide mentoring and succession programmes
- Use or enhance current mechanisms to encourage newcomers to participate in democratic processes – for example, submitting views at hearings, council meetings and strategic planning meetings
- > Hold some council meetings and consultation activity in outreach settings
- > Run events for newcomers on how to participate in local body and general elections
- Invite newcomers to volunteer at community events or in a community garden, or work with newcomers to come up with new ideas for events
- Hold 'meet your local government leaders' events or organise discussion forums where people from diverse communities can meet the Mayor and councillors to discuss issues that affect them



Example:

Wellington City Council's 'Ethnic discussion forums': These forums were previously held for people from the diverse communities of Wellington. In the forums, discussion groups focused on a theme that affects the lives of Wellington communities. Topics discussed at forums have included health and well-being, recreation, employment and safety. Feedback from the forums resulted in the setting up of programmes such as the free interpreting service. **See:** https:// wellington.govt.nz/services/community-and-culture/ethnic-communities



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

- > Ensure newcomers are recognised through local community awards for example 'Wellingtonian of the Year'. **See:** https://wellington.govt.nz/about-wellington/ absolutely-positively-wellingtonian-awards. The Wellington awards are notable for recognising a diverse group of recipients, including several migrants
- > Use citizenship ceremonies to inform new citizens of the opportunities they have to participate in civic society. Consider making citizenship ceremonies more interactive and informative, for example by inviting guests from the business community to attend and providing information packs and booths where guests have an opportunity for discussions with newcomers

Example:

The importance of citizenship ceremonies: Moving to a new country is a significant event in the lives of many people and citizenship ceremonies can be a much anticipated occasion – many newcomers expect a lot of celebration to happen at their citizenship ceremony. It's also a really good opportunity for them to meet other newcomers, members of the receiving community and city officials, and to learn more about New Zealand culture and values. Consider holding citizenship ceremonies at your local marae. **See:** http://www.dunedin.govt.nz/your-council/ latest-news/april-2016/dunedins-most-recent-new-zealand-citizens-received-aspecial-welcome-at-the-puketeraki-marae-in-karitane-today



(f) Helpful links

The Dubuque settlement model: This is an education programme model from the USA for bringing together organisations – for example, police and fire departments.

See: http://www.greaterdubuque.org/greater-dubuque-development-corporation/relocate/ distinctively-dubuque; and this BLOG from a participant

See: https://betweenenglandandiowa.com/2017/04/26/distinctively-dubuque/



Case study - Civic Engagement and Participation



"A surprising number of people don't know how to use computers, and they aren't necessarily the obvious ones." says Hamilton City librarian Lisa Pritchard.

When she started the Hamilton City Libraries computer mentor programme she thought most of the people who would make use of it would be older, but Lisa has found that no general rule applies.

More than 20 volunteers – predominantly migrants – belong to the computer mentor programme, each giving up two or four hours of their time a week. In 2014, the programme helped around 890 library customers at five of Hamilton's six libraries.

Computer mentor Ezhilarasi Srinivasan, known as 'Arasi', is helping a customer put together a job application – job-related assistance takes about 25 per cent of mentor time – but she is also called on for many other things. She might have to help with scanning and printing, with downloading e-books, with opening and saving documents, with typing, or even with the basics of using a mouse and keyboard.

It is patient, time-consuming work that the library would not be able to deliver without the mentors.

The newcomer mentors love the work. "They can put it in their CV to show they have helped us, but they also get to meet Kiwis who are looking for their help. So they get to know and be part of the community. It's a great thing for everyone.

Computer-related tasks that seem small often end up expanding", says Lisa.

"Someone might say they just want to apply for work online, and then you realise they don't have a CV or an email address."

Lisa's volunteers come to her from the not-forprofit volunteer recruitment and placement agency Volunteering Waikato or from word-ofmouth recommendations. Each has passed a library-arranged police check and been through a 90-minute interview.

Lisa's ideal candidate is customer-focused. writes and speaks everyday English, and has some computer skills.

Of these, it is the customer focus that Lisa seeks; computer skills can be learned along the way.

"It is really important for us to get the right person for the role."



Element 7 Welcoming Public Spaces

Overarching outcome

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





Case study - Welcoming Public Spaces



Palmerston North City Library goes out of its way to welcome newcomers. Close by the entrance is a seat surrounded by national greetings and, a few metres away, an almost two-metre-tall book of photographs from around the world, which is turned to a new page each day.

Like many libraries, this library also offers an extensive foreign language collection, English language resources, and online services such as Pressreader, which gives same-day access to full-page replicas of newspapers and magazines from around the world.

But it is the library's role as a venue and gathering place – it calls itself the Living Room of the City – that distinguishes it. Throughout the year, the library offers a line-up of cultural and language-related events and exhibitions, often complementing events that are occurring

in the wider city. From multicultural book groups to free Chinese language lessons, Latin American film screenings and cultural performances, the library hosts them all.

"Libraries are one of the last non-commercial spaces," says Joanna Matthew, Executive Director of the Library and Information Association of New Zealand (LIANZA). "You don't have to buy a coffee to make use of a library. There is no cost or barrier to entry. They are places that migrants and newcomers gravitate to naturally."



What success looks like

Overarching outcome

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

Outcomes

- The design and operation of public spaces and facilities are culturally appropriate and reflect the diversity of the community.
- Welcoming public spaces provide opportunities to build trust and relationships between newcomers and members of the receiving community.
- Public spaces and buildings create a sense of community ownership and inclusion for all, including newcomers.



Welcoming activity ideas

Talking with members of your community to create public spaces that are relevant, fit for 21st century users and make both newcomers and locals wish to visit and explore is the way forward.

There are a number of things you could include in your Welcoming Plan to make sure your public spaces are inviting to all. We've listed some ideas below to help get you thinking.



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

- > Consult with all residents, including newcomers, on the design and operation of council-owned public spaces and facilities
- > Make sure council-owned buildings are attractive and welcoming diverse groups
- > Keep public spaces free of entry fees where possible
- > Invite newcomers and migrants to speak with town planning teams
- Involve relevant safety agencies when designing or upgrading public spaces to identify a list of desired and appropriate safety features – for example, safety and emergency signage in different languages with images and symbols that everyone understands
- Ensure council buildings have multi-lingual signage and consider displaying art from different cultures
- Make sure welcome brochures and information materials are available at transport hubs for newcomers. For example, you could work with airport authorities to create specialised newcomer welcoming signs or desks
- Work with educational and volunteer groups to make potentially dangerous public spaces safer for newcomers who may be unfamiliar with the risks. For example, hold water safety days at beaches and popular fishing or boating spots
- Increase promotion of public spaces to ensure newcomers are aware of what is available and know they are welcome to use them

Examples:

Tauranga City Council has opened up access to the beach for people with a range of mobility issues; Nelson and New Plymouth are promoting access to cycling paths. **See:** Tauranga City Council's Facebook site: https://www.facebook.com/ TaurangaCityCouncil/photos/a.605491909495546.1073741828.600749256636478/1 421363551241707/?type=3

Nelson runs an urban cycleways programme. See: https://www.nzta.govt.nz/walking-cycling-and-public-transport/cycling/for-people-involved-in-cycling-programmes-and-projects/urban-cycleways-programme/nelson-urban-cycleways-programme/

New Plymouth also runs an urban cycleways programme. See: https://www.nzta.govt.nz/walking-cycling-and-public-transport/cycling/for-people-involved-incycling-programmes-and-projects/urban-cycleways-programme/new-plymouth-urban-cycleways-programme/?





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

- > Design public spaces that are open and inclusive, and encourage people to connect
- > Provide accessible information about public spaces and facilities
- > Encourage activities like 'mini fun runs' for families (particularly newcomers), alongside more major events
- > Create 'multicultural days' where people can experience different cultures and learn about each other's cultures
- > Encourage newcomer groups to meet in council-owned buildings and host newcomer events in council buildings
- Promote public spaces for gatherings between newcomers and the receiving community
- > Host intercultural exercise events in public parks so members of different cultures can share exercises and games from their cultures; or encourage regular 'exercise days' run by different cultural groups
- > Use public transport networks to display migration stories and welcoming messages across the city for example, Milan Bus Stories⁷
- Create storytelling street corners where visitors or passers-by can stop and hear stories from different cultures (same can apply to parks, shopping malls and even council buildings)
- Enable newcomers to tell their stories in public spaces, parks, facilities and libraries through art and photographic exhibitions, cultural festivals etc. For example, Christchurch Public Library hosted a photography exhibition for Islam Awareness Week and Wellington's Portrait Gallery hosted an exhibition on refugee stories.
 See: http://www.newswire.co.nz/2017/10/refugee-stories-larger-life-new-exhibition/
- > Encourage schools to use 'walking school buses'

Example:

In Auckland, the 'Walking School Bus' is a great way of getting children safely to school, while at the same time encouraging them to mix with children of other cultures and backgrounds as it picks up more and more children along the way. The 'bus' provides opportunities for them to connect and strengthen neighbourhood ties and puts the neighbourhood's diversity on display every day. The idea has even made it onto Canada's 'Cities of Migration' website.

See: http://citiesofmigration.ca/building-inclusive-cities/spatial-inclusion/

⁷ http://citiesofmigration.ca/good_idea/milan-bus-stories/





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

- > Run a competition to design newcomer-friendly public spaces. Involve schools and community groups. Hold an event where newcomers can safely discuss the entries and provide feedback. Use the event to connect newcomers with existing residents and encourage the sharing of ideas and needs
- Hold a 'decorate your space day' where newcomers and existing residents can decorate public spaces in the colours and symbols of their culture – for example, decorate trees or pillars, fences and walls
- > Hold tours of public buildings and spaces for newcomer groups to explain their purpose and history and make them feel comfortable in these spaces
- > Encourage the use of public spaces and buildings to reflect and accommodate the diversity of the community through their design, art work, promotion, symbols, signage and usage
- Hold a competition to create signs and posters for public spaces that communicate a sense of shared ownership and inclusiveness and tell stories about the history, design and purpose of the space
- > Create areas where people can share stories, maps, cultural games, arts and activities
- > Support neighbourhoods to hold 'play on the street' days

Example:

In some cities, parents organise regular street closures for the purpose of children's play. The parents share food on picnic tables while supervising their children. This is a great way to help break down cultural barriers between neighbours, both children and adults. One example is Westmount Street in Edmonton, Canada. **See:** http://www.edmontonsun.com/2017/05/31/westmount-street-being-closed-so-children-can-play-for-one-day

Encourage newcomers to take part in volunteer activities that improve public spaces, such as community planting and beach clean-up days, community garden projects, and Department of Conservation volunteer activities. See: http:// conservationvolunteers.co.nz/

Example:

Project Island Song is a project to bring back birdsong and restore ecological balance to the seven main islands in the Eastern Bay of Islands (Ipipiri). Thousands of trees have been planted, and five rare and endangered species have been reintroduced. Project Island Song is a unique partnership between the community group Guardians of the Bay of Islands, Te Rawhiti hapū (Ngati Kuta and Patukeha) and the Department of Conservation. **See:** http://www.terawhitimarae.maori.nz and http://www.doc.govt.nz/

There are many ways to get involved, including volunteering, becoming a friend and adopting a tree. **See:** https://www.projectislandsong.co.nz/index.php



> Run a 'Placemaking' project

Example:

Placemaking is about reinventing public places to make them people-centred, interactive and attractive to the people who live, work and play in the space. Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. It begins with small-scale, do-able improvements that can immediately bring benefits to public places and the people who use them. **See:** Placemaking Waikato District Council: https://www.waikatodistrict.govt.nz/services-facilities/community-development/placemaking

An example of placemaking with a Pacific flavour. See: http://ourauckland.aucklandcouncil.govt.nz/articles/news/2017/07/people-at-the-heart-of-placemaking/



Case study - Welcoming Public Spaces



With golden summers, mild winters and a 3,100 kilometre coastline, Auckland is a paradise for recreational water users – if they know how to stay safe. Newcomers often don't.

Aquatic Educator Alan Chow of WaterSafe
Auckland explains that many migrants come
from landlocked countries or from regions that
are distant from the sea or have little in the way
of swimmable waters.

"You often have people who haven't been brought up around water or had much experience of the dangers you come across in natural settings," he says.

One of WaterSafe Auckland's long-running successes is the West Coast Rock Fishing Safety Project, which began in 2006, following a spate of rock fishing fatalities on Auckland's West Coast and continues today.

When the project was launched as a joint venture between WaterSafe Auckland, Surf Life Saving Northern Region and Auckland Council,

4 per cent of fishers regularly wore lifejackets; by 2015, the figure was 40 per cent and rockfishing drowning fatalities had declined to less than one per annum.

Today the project includes practical workshops, public service notices, and visits by rock fishing safety advisors to popular fishing spots to speak personally with fishers. "A key focus of the campaign", says WaterSafe Auckland Regional Promotions Manager Barbara Venville-Gibbons, "is getting the message out to the wives, mothers, sisters and daughters, who may be able to influence the fishers' behaviour."

For more information about WaterSafe Auckland, visit: www.watersafe.org.nz.



Element 8

Culture and Identity

Overarching outcome

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.





Case study - Culture and Identity



In Whanganui, the International Women's Group hosted by English Language Partners has been bringing locals and newcomers together for more than 30 years.

When Leila arrived from Iran, she was miserable. Other than her husband, she knew no-one. Her English was hesitant, and she missed her home and family. She spent a lot of time in tears.

But things have changed. "Now I think she is happy," says Rana Ghamri.

Rana and Leila are at the International Women's Group, which has met at English Language Partners for more than 30 years, creating a community of locals and newcomers.

"I have morning tea with Leila every Tuesday and she goes to English language classes too," says Rana, who arrived in Whanganui with her husband and her family about nine years ago from Abu Dhabi.

"As part of the group, we all try to help one another, because all of us are far away from our countries and our families and we are all learning to live with another language. It can be hard," says Jane Blinkhorne, the Whanganui English Language Partners Manager.

The group is partly about improving people's English, says Jane, and partly about building the

community bonds that help migrants and their families settle successfully.

Many of the women are the partners of the skilled migrants that smaller communities like Whanganui need: migrants like Rana's husband, a doctor at the local hospital.

"For settlement to be successful, every member of the family has to be happy," says Jane.

The weekly meetings follow a set structure: people introduce themselves in their own language; Jane talks about what is going on around town; there is a speaker or activity and the meeting ends with tea, coffee and home baking.

Nine years into her settlement journey, three of Rana's children are at university: one studying towards a PhD in genetics, another studying medicine, and a third studying health sciences in preparation for medical school.

For Leila too, life is getting better. She has made friends and has found a network of friends and supporters like Rana through English Language Partners.



What success looks like

Overarching outcome

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

- Receiving communities and newcomers share and celebrate their cultures with each other, facilitated by the council and others in the community.
- Newcomers and the receiving community understand what values they each hold dear.



Welcoming activity ideas

Cultural identity can be defined as the feeling of belonging to a group. It is part of a person's self-perception and relates to nationality, ethnicity, religion, social class, generation, locality or any kind of social group that has its own distinct culture.

There are a number of things you could include in your Welcoming Plan to ensure there are opportunities to learn about each other's cultures. We've listed some ideas below to help get you thinking.



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

- Support workshops, exhibitions and engagement summits that promote cultural awareness
- Identify and encourage opportunities for local Māori to provide and support regular powhiri and noho marae experiences for newcomers
- > Partner with mana whenua to provide ongoing opportunities to engage with local Māori and their cultural practices in a meaningful and sustainable way
- Provide or support a calendar of events that creates opportunities for sharing and celebrating cultural diverse activities
- > Set up a Newcomers Network if you don't already have one in your region. Newcomers Networks have an active forum page and organise regular get-togethers that are open to both newcomers and non-newcomers – for example, coffee groups, walking groups, knitting and crafts groups. See: http://www.newcomers.co.nz/ Boomerang bags is just one fun event promoted on the Newcomers Network event calendar. See: http://www.newcomers.co.nz/events/sewing-crafts-club-2017-09-28/
- Attend and help to promote Neighbours' Day Aotearoa. See: http://neighboursday. org.nz/
- > Use existing networks, like Neighbourly, to help organise neighbourhood events for example welcome parties for newcomers, Communities Got Talent, or food events like Neighbour Days street BBQs and Welcoming dinner projects. **See:** https://www.facebook.com/TheWelcomeDinnerProject/ and http://hapori.co.nz/
- > Work with mainstream organisation in areas such as sport, arts and youth, to encourage them to do outreach work with newcomer groups. For example, organisations that hold open days to encourage new members (such as YMCA, GirlGuiding New Zealand, Scouting New Zealand or local sport clubs) could extend the invitation to newcomers
- Develop a booklet of basic information about the newcomer cultures in your community and distribute this throughout neighbourhoods and council-run offices and facilities
- Organise council-run annual activities that recognise the cultural identity of newcomers
- > Create a 'Diversity Wall' or area that can be regularly updated with images, information and other works that represent the different cultures in the community, for example, flags, drawings, poetry etc



> Encourage and support newcomers and existing residents of all cultures to hold events to celebrate significant cultural occasions

Example:

In the Spanish town of Badalona, a request from its Sikh community to hold a religious procession through town streets was first denied, and then approved after town officials suggested they meet with local residents to gain their support. Formal bridge-building meetings ensured the request was approved, with public officials and neighbourhood residents participating in the parade. See: http://citiesofmigration.ca/building-inclusive-cities/spatial-inclusion/

Support community groups to create cultural festivals within your region – for example, Diwali, Islam Awareness Week, Chinese New Year and Africa Day. Some councils support these events with funding or the use of facilitates such as libraries or community halls. Creating these opportunities for communities to celebrate and share their culture helps bridge gaps between communities

Example:

Africa Day celebrations, Wellington 2016: The African Communities Council Wellington (ACCW) and Wellington City Council (WCC) collaborated to run a family-focused cultural festival that showcased African music, arts, dance, language, fashion, food and fun for the whole family. **See:** http://www.africancommunity.org. nz/events/africa-day/

> Support cultural shows or festivals that showcase the talents and skills of newcomers

Example:

Christchurch's Culture Galore Festival has been running since 2001 and is still going strong. It is a multicultural festival celebrating the city's diversity through food, arts and crafts, music and dance performances from more than 80 cultures who call Christchurch home. It also features food stalls and 'have-a-go' activities, such as stone carving, flax weaving, origami, face painting, baseball hitting, story time etc. The event is supported by community boards and entry and activities are free. See: https://ccc.govt.nz/news-and-events/events/show/193



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

- Provide information on a range of local topics to help newcomers become part of the wider community. Topics could cover areas such as regional history, the local labour market and sectors, the local cultural community and sporting icons, and local kiwiisms
- Offer tikanga Māori lessons for newcomers to help them understand the basics of Māori traditions, customs and history
- > Use Immigration New Zealand information sources for migrants that refer newcomers to appropriate agencies and information about wider national topics, such as New Zealand's education, health, laws and justice systems. See Helpful links



- > Encourage migrant communities to hold events that reflect their values, promote understanding of their culture or faiths, and show a positive contribution to the community. For example, some Muslim communities hold Mosque open days
- > Encourage libraries to host ethnically-themed book clubs and other events that promote ethnic themes and bring communities together

Example:

Opportunities to learn about each other's cultures abound at the Palmerston North Public Library. One recent event was the Global Festival organised by Global Parent Support: six migrant women from different countries and professions who have set out to promote cultural awareness, understanding and respect in their community.

From 1.00pm, when the Festival launched with a karakia until 4.00 pm, the ground floor of Palmerston North City Library was packed with quietly focused children and their parents, moving from activity to activity.

The children coloured in self-portraits, or located famous sites – maybe the pyramids or the Leaning Tower of Pisa – on a world map. They played the Māori stick games known as tī rākau or took part in building a model wharenui or meeting house. And each activity they completed earned them a stamp in a printed **Global Passport**.

"We hope to motivate children to find out more about the wider world and broaden their horizons. If we understand and respect each other's differences, it will be good for everyone," said Angel Kwan of Global Parent Support.

Palmerston North City Council Multicultural Services Officer Jeremie Corroenne, who is based at the library, praises the event.

"This is what libraries are about. Events like the Global Passport make it clear that libraries are places that belong to everyone in the community and that everyone in the community is welcome." **See:** https://www.eventfinda.co.nz/2017/global-passport-enrolment-station/palmerston-north

 Use existing models, such as 'Age friendly communities', to help people tell their stories

Example:

Wellington City Council uses a mobile caravan to tell peoples' wartime and other stories. There are a number of other examples on the global network website. **See:** http://www.who.int/ageing/projects/age_friendly_cities_network/en/





The **OEC Language Celebration Guidelines** provide advice on language celebration events for those who wish to celebrate their cultures.

See: http://ethniccommunities.govt.nz/sites/default/files/files/LanguageCelebrationGuidelines.pdf

Welcoming America, the American version of Welcoming Communities, acknowledges the value and importance of storytelling to reinforce positive welcoming experiences and to help build understanding and empathy among the receiving community. Stephanie Ali, Civic Engagement Manager, New American Pathways in Atlanta believes that storytelling is a powerful tool and very effective in both local media and for reaching new audiences. "Storytelling has been great...creating opportunities for people to tell their own story is even better". (Source: Welcoming America, New American Campaign).

See: https://www.welcomingamerica.org/sites/default/files/wp-content/uploads/2014/12/Immigrant-Nation-Webinar-Slides.pdf

The New Zealand Now regional pages provide information on services that support and include newcomers.

See: https://www.newzealandnow.govt.nz/regions-nz/marlborough/healthcare and https://www.newzealandnow.govt.nz/regions-nz/marlborough/community-services



Case study - Culture and Identity



Crossing the Bridge is a photographic, video and web-based exploration of identity and belonging among 22 people from 20 countries who have made Ashburton their home.

Sophie-Claire from Mauritius and her Kiwi partner moved to Ashburton in 2011. By 2014 they had established a skydiving business and Sophie-Claire had graduated with a degree in anthropology.

But breaking into the local community was more difficult – and Sophie-Claire knew there were other people like her.

It was then that the idea of creating a multimedia exploration of the lives of Ashburton's newcomers came to her. She even had a name in mind – Crossing the Bridge.

Backed by Safer Ashburton, the project obtained funding from Creative New Zealand's Creative Communities Scheme and the Ashburton Trust Lion Foundation, followed by smaller grants from a number of other sponsors.

Each migrant was photographed in temporary studio, videoed in surroundings of their choice, and given a disposable camera to document their daily life. "It was great to give a camera to Yep, who had been in Ashburton for more than 50 years, and to Jack, aged 14 who has been in Ashburton for less than a year, and to then compare the images they captured and the reasons they called Ashburton home."

The studio photographs were displayed in an open-air square and a short documentary compiled from the video interviews played in a portable cinema.

Printed booklets drew on the migrants' collections of photographs, and each participant's biography was released on an online gallery featured on the project's website.

See: http://crossingthebridge.co/

Notes:	

Welcoming Communities Te Waharoa ki ngā Hapori

'Putting out the welcome mat'

– a resource for developing your Welcoming Plan

Te Whāriki

– he rauemi e whanake ana i tō whāriki

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Waimakariri Welcoming Communities Stocktake report

| 2025



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Waimakariri Welcoming Communities Stocktake

Introduction

The Welcoming Communities programme recognises communities are healthier, happier and more productive when newcomers are welcomed and can participate fully in society and in the local economy. Welcoming Communities actively seeks to mobilise and involve members of the local communities in welcoming activities, along with newcomers.

The Waimakariri District Council (WDC) mission is "to pursue with the community a high quality physical and social environment, safe communities, and a healthy economy." To support this mission the Council's Community Team includes a variety of portfolios including those dedicated to social inclusion, older persons, disabilities and migrant inclusion. As the district is growing and there is increasing diversity, Welcoming Communities represented an opportunity to add to the social inclusion work with a strategic framework supported by a national network. The benefits that have been shown in established Welcoming Communities Councils align with the strategic outcomes of the Council and the Community team that aim to facilitate a stronger, safer, vibrant community.

The Waimakariri District Council joined Welcoming Communities in 2023 and receives external funding from Immigration New Zealand for 3 years to develop the plan.

Aim of the stocktake

The objective of the stocktake is to produce a snapshot of initiatives and services that promote welcoming activities in the district. Guiding what "welcoming is" is the Welcoming Communities Standard, comprised of 8 elements (e.g. Welcoming Communications). The stocktake provides a means of benchmarking the Waimakariri District against these elements. The stocktake will inform the development of the Welcoming Communities Plan for the Waimakariri District, the aim of which is to shine a light on existing activities, avoid duplication and identify areas of focus for being welcoming to migrants and newcomers.

Method and scope

An exploratory mixed methods design was used to identify programmes and initiatives that support welcoming newcomers. Newcomers are defined as newcomers from overseas (recent migrants, former refugees, international students and returning citizens) and people relocating from other parts of New Zealand. Support for the development of the survey was given by an informal steering group.

Qualitative data collection

Internal engagement and community outreach

The project was internally introduced within the Council and externally through engagement with key community partners, including:

- Waimakariri Access Group
- Waimakariri Health Advisory Group
- Citizens Advice Bureau
- Youth Council

- Migrant Agency Group
- Sports North Canterbury

In addition, outreach was conducted across individual sectors such as:

- Health
- Farm support
- Education
- Faith-based organisations

To gather community input, a survey was conducted with 81 responses, and two focus groups were held to gain deeper qualitative insights.

Quantitative data collection

- · Review of Council policies and strategies
- Community survey: 81 responses
- Community Development strategy survey 2024,
- Migrant employers and stakeholders survey 2022
- Migrant experiences
- Inclusive Waimakariri Plan evidence
- Stats NZ Census results

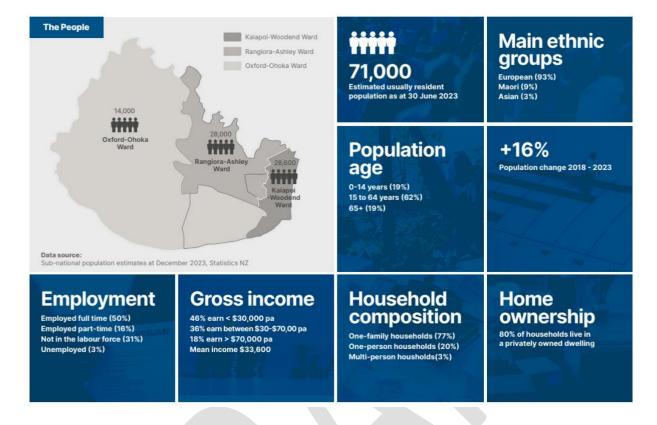
Results

Quantitative results formed a picture of pull factors to the region, what helped individuals feel supported and what the demographic breakdown of the district.

Thematic analysis of the survey results, focus groups and sector meetings was plotted Welcoming Communities Standard to show gaps, opportunities and existing work that support being welcoming.

Background and context

Waimakariri at a glance



The Waimakariri District lies to the north of Christchurch on the Canterbury Plains, extending from the Waimakariri River to the south, Pegasus Bay in the east and the Puketeraki Range in the west. It is bounded to the north by Hurunui District. The District sits within the takiwā (territory) of Ngāi Tūāhuriri, which is one of 18 Ngāi Tahu regional papatipu rūnanga, to represent mana whenua interests.

More than 80% of the population is concentrated in the eastern part of the District in the main urban areas of Rangiora, Kaiapoi, and Woodend/ Pegasus/Ravenswood. Oxford is the largest town in the western part of the District. These larger towns are supplemented by smaller rural villages and four beach settlements.

Growth

The 2023 census indicates that 43.6% of the population lived elsewhere 5 years ago. The District has seen a 11% increase in population in the 2023 census, compared to the last census in 2018. Currently the Waimakariri population is 66, 246 with mid-level projections estimating a population of 77,100 by 2033. The District has a generally ageing population with a median age of 44.7 years, increasing on figures from 2013 (42.9) and 2018 (43.6).

Stas NZ Census Data, 2023

Community Development Strategy 2025-2035

The development of subdivisions and proximity to Christchurch as well as recreation and entertainment opportunities have, however, resulted in an influx of younger couples and families

looking to settle here. Growth in the local hospitality, dairying, construction and retirement/aged care sectors has attracted a significant population of locally based workers who may represent a diversity of ethnicities

Youth Strategy Review 2025

Community Development Strategy 2025-2035

Stocktake limitations

The stocktake is a snapshot of the district. Time and resourcing means that a comprehensive analysis of the district is limited. The plan will be adapted as new information and relationship building occurs.

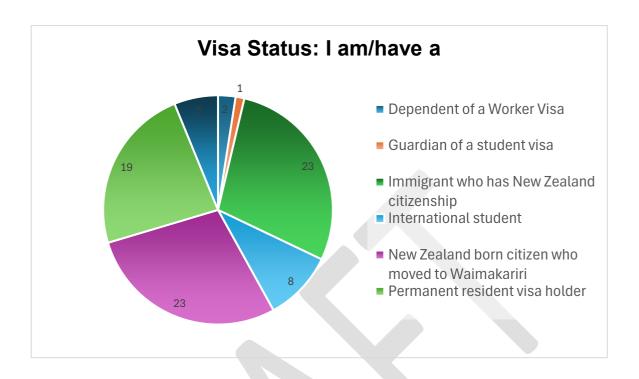
Community involvement

A small steering group of 4 has assisted the part time facilitator in 2024 in developing the survey and keeping on track. A Council Project Control Group will be established to refine the development of the plan in concurrently with an Advisory Group that will support future developments and roll out of initiatives

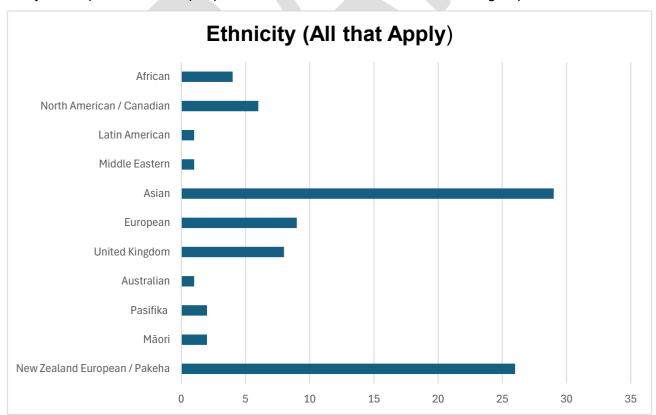


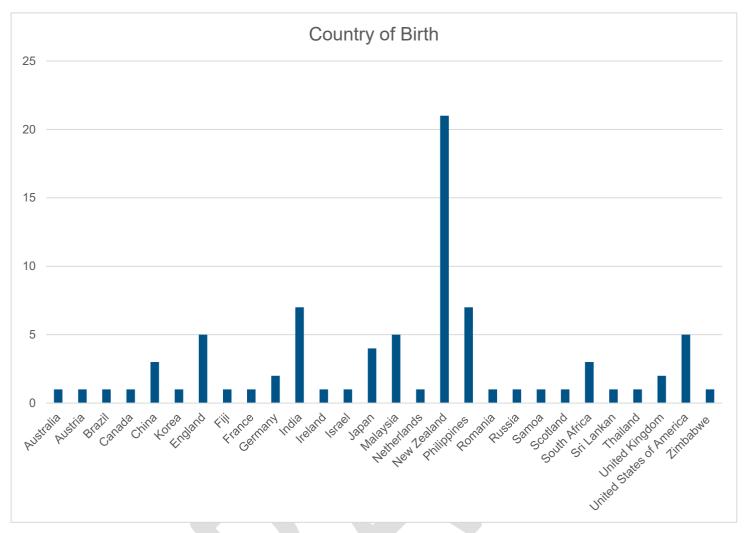
Quantitative Results

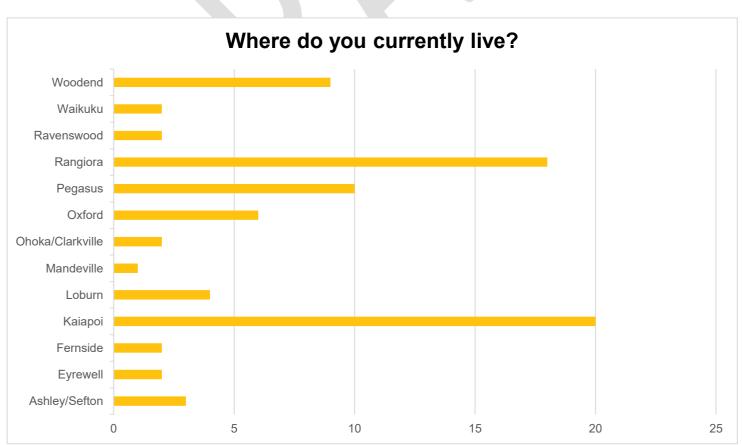
Public survey (81 responses)

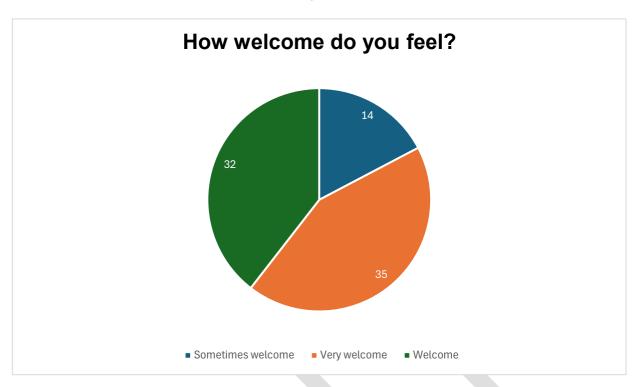


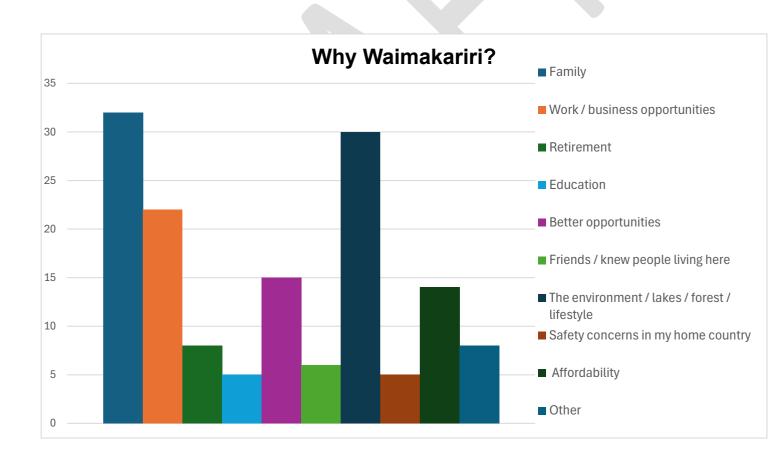
Ethnicity is self-perceived, and people can affiliate with more than one ethnic group.



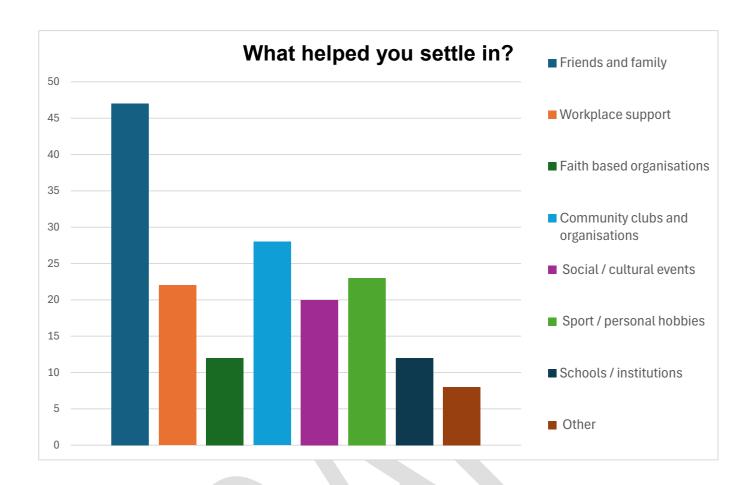






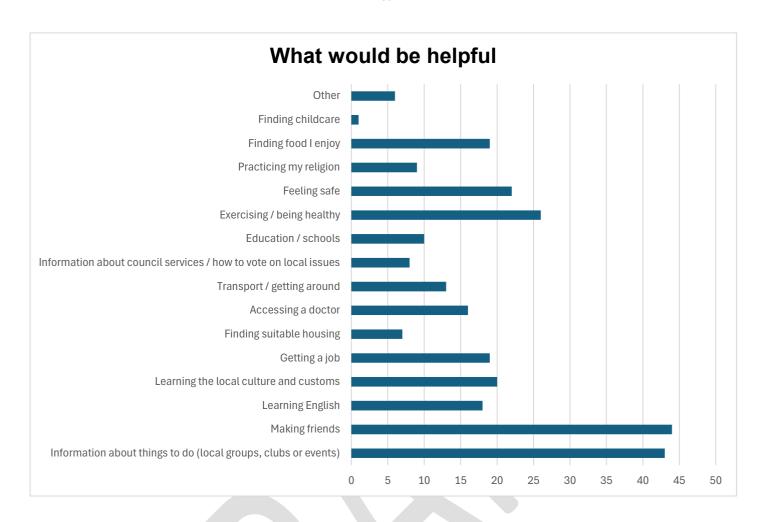


Those who selected other noted size - "Goldilocks" not too big, not too small, joining a partner, the river of Kaiapoi, the peace and quiet and being earthquake refugees from Christchurch



Those who selected "other" mentioned:

- Plunket group really helped to feel connected as well as family.
- GLOW (Global Locals of Waimakariri) a multicultural social group supported by Council
- Exercise classes at the local gym.
- Volunteer work
- Neighbours
- The weather
- Job involved being out in the community



Qualitative Results

The open-ended questions from the survey (81) have been integrated into the thematic analysis with the 2 focus groups and sector meetings.

Thematic analysis identified 8 overall themes

Newcomers:

Identifying who is new is a challenge. The Council welcome bags were noted but that the system isn't consistent. There are perceived sets of different ethnic groups that "come in waves". There were noted pull factors to Waimakariri – joining family, safety, work opportunities, international student programmes, visa quotas, cheaper housing and proximity to Christchurch as well as being an "earthquake refugee"

Challenges of integration and inclusion:

Despite feeling generally welcomed friendliness didn't translate to deeper friendships. There were noted difficulties in communication between both newcomer and receiving communities – different accents was seen as a barrier particularly in the care or hospitality industry. Cultural differences could cause barriers in the workplace or at social gatherings e.g. raising issues or social norms like "bring a plate". There was a sense of "us and them" by some in the "receiving" community who feel like their needs are not being met by Council. Feelings of isolation were compounded by rural distances, work hours and movements in the farm communities and racism/xenophobia that extended beyond being a recent newcomer – including second generation immigrants.

Community-led initiatives:

It was noted that community groups are very important to this district when sourcing support and connection Groups mentioned included Oxford Community Trust, Salvation Army, Presbyterian Support, Citizens Advice Bureau, English Language classes, fitness classes and clubs and church groups. The value of volunteer networks in assisting newcomers was noted. This includes the services offered but also the opportunity to participate. Local initiatives were seen as important in promoting inclusion and connection and were connected to Council – Race Unity art poster competition, multicultural cooking classes, and cultural celebrations in the libraries.

Infrastructure and services:

The importance of improved transport options to better connect communities and the importance of community facilities for connection and information sharing. There was a call for more youth spaces.

The natural environment:

The natural environment was one of the main reasons listed in the survey for moving here. It was noted we have a range of environmental attractions from mountains to sea and a dark sky status in Oxford. Community gardens, food forests and parks were noted as potential places to have gatherings around culture or just fun days out.

Healthcare accessibility:

Challenges in accessing healthcare services, including language barriers and limited availability in practices. There is a perceived lack of knowledge of translation services. The health sector in the district is under pressure in general and it was suggested that there may be problem retaining new doctors/health professionals if they/their families don't feel welcomed. Cultural differences in approaches to health or raising concerns was noted as well as different beliefs around health practices.

Council roles:

There was a need raised for Council to be proactive connecting to newcomers and breaking down barriers. Knowing about "civic" and council leadership was a gap. The Council was seen to play an important role supporting community groups, services and resources e.g. Social Services Waimakariri, Global Locals of Waimakariri, the Next Steps Website, providing a office space for CAB. Work on exemplifying bi-culturalism was noted.

Information provision:

A lot of sources of information and resources exist (welcome bags, Chatter, Next steps, Libraries information) but these can be streamlined, and made more accessible – reader formats and translatable.

Aligning the findings with the Welcoming Communities Standard

The resulting notes and opportunities identified from the thematic analysis have been used to benchmark against the Welcoming Communities Standard, made up of 8 elements and 36 sub-outcomes.



Inclusive Leadership

Local government, tangata whenua and other community leaders work together to create, advocate for and continue to foster a welcoming and inclusive community. They lead a shared plan to increase connections between newcomers and existing residents.

Outcomes	Existing	Potential opportunities for Welcoming Plan
1.1. As the indigenous peoples of Aotearoa New Zealand, Māori — represented by tangata whenua, mana whenua, iwi and hapū and/or other hapori Māori — have a prominent role in Welcoming Plan activities.	Awaiting institution of Whiti Ora – consultants to te rūnanga Ngāi Tūāhuriri.	 The Annual Plan 2023/2024 highlights the Council partnership with Te Ngāi Tūāhuriri Rūnanga, shared decision making through the Mahi tahi Joint Development Committee and consultation. There is an opportunity for the Welcoming Plan is to have guidance and involvement from mana whenua. It should be raised again to present Welcoming Communities to the Rūnanga. The results of the data collection express a desire to showcase the local cultural significance of Ngāi Tūāhuriri. This, alongside the awareness of te Tiriti o Waitangi being a welcoming document (as reiterated through other Welcoming Communities Councils with mana whenua guidance) should be expressed to Rūnanga. Under the guidance of tangata whenua there is an opportunity to share bi-cultural and te Tiriti resources for new to New Zealand families and locals. There is an opportunity to connect newcomers to the "Getting to know us" days at the Marae via Ngai Tūāhuriri Education. Involvement of mana whenua at the citizenship ceremonies. Due to low resourcing propose developing a video as there is one of the Governor-General on behalf of the Crown, if this is deemed relevant by mana whenua. Working with Global Locals of Waimakariri (GLOW) to revive the "Cultural day at the Pa", a multicultural event at Tuahiwi Marae.
1.2. Leaders – both designated and unofficial – reflect the diversity in the local community, as does the council workforce.	 The ethnic split of the district is 93% New Zealand European, 9% Māori, 3% Asian, %1 Pacific peoples and MEELA. The ethnic split of the Council is not captured. Equal Employment Opportunity Policy: The Council strives to ensure its workforce is reflective of the community which it serves, encouraging diversity to improve quality. Diversity training is included in the licence to recruit training 	Profile the diverse workforce.

1.3. Leaders model the principles of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community.	Community Board portfolio that includes International Relationships At Citizenship Ceremonies:	Connect with the Governance team regarding leadership involvement in welcome days at schools when international students are welcomed.
1.4. There are clear roles, responsibilities and ownership within council and in the wider community for the Welcoming Communities programme.	 A Welcoming Communities facilitator has been employed for a 3-year period. Welcoming Communities is in the Long-Term Plan (LTP) 2024-2034 as a key project under Community Development. The Welcoming Communities Plan is still in development and ownership in the wider community still being established. 	 Connecting Welcoming Communities actions to Council departments where appropriate e.g. Libraries and Greenspace. With the PCG formalise a Welcoming communities Advisory Group to promote sustainability of the programme after funding is ceased. Plan for sourcing additional external funding to continue the Welcoming Communities programme beyond the funding allotted by Immigration New Zealand for the facilitator (ending 2026).
1.5. Council internal and external policies, services, programmes and activities recognise and address cultural diversity.	 The WDC Community Team as a Cultural Inclusion portfolio. The Portfolio: Facilitates a Migrant Agency Group that meets quarterly. Partners with The Salvation Army to promote the mentor driver program for migrants. Supports and promotes a multicultural social group Global Locals of Waimakariri (GLOW). Supports and promotes GLOW Multicultural Cooking Classes. Partners with local faith-based group Bahá'i Community to run an annual Race Unity Art competition for local students and schools to participate in. This is in conjunction with Unity Week. Is a central place for connection/networking and establishing cultural groups (e.g. the Chinese Ladies group). Curates mailing lists to keep newcomers and migrants informed. Arranges the funding, advertising and coordination of the Council sponsored English Language 	 Continue the Cultural Inclusion portfolio and increase hours from 20 per week. Include cultural competency training as part of the professional development within Council. Include cultural competency training as part of the capacity building offerings to community groups from the Community Team. Diversity in languages: Showcase the range available in front facing council staff. Translation of important information in welcome bags/sites to dominant languages. Celebrating language weeks. Showcase Sister and twin cities: Enshi (China) Zonnebeke (Belgium). Support with school's international student welcoming messaging Work on future initiatives with InCommon

Classes.

	 Supports cultural group events e.g. Lunar New Year and Chinese Language week. Facilitated collaboration with InCommon to run an Inclusivity Poster Campaign and to support "Shared Kai and Korero" evenings. The LTP highlights that the district be a place serving changing demographics, fostering inclusivity and expression of diversity. The Strategic priorities in the LTP include inclusivity and connectedness. Inclusion is a core strategic outcome in the Community Development Strategy Staff cross team building – world cups, Olympics, learn more about food and culture Humans of Waimakariri – Shelly Topp
1.6. A range of leadership opportunities in the council and the wider community are available to and taken up by newcomers.	No specific function that specifically targets newcomers for this outcome. Leadership is elected members that is a democratic process.



Welcoming Communications

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	Existing	Opportunities for Welcoming Plan
2.1. The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories.	A brochure and messaging for survey page on the council's consultation platform "Let's Talk" was developed.	 Develop the Welcoming Communities messaging on the New to District page Profile Welcoming Champions - e.g. Oxford Area School. Profile "local legends" stories of immigrants who are part of the district landscape e.g. Artisan Bakery, The Woodpecker. Commit to supporting/instigating activities for Welcoming Week, developing an awareness campaign in the lead up to the week.
2.2. The council is well informed about newcomers to their region and pro-actively seeks data about newcomers from relevant sources.	 The council is aware of newcomers who collect Welcome Bags, but this is minimal. Newcomers are invited to request Welcome Bags from the Community Team/Service Centre, and this has been promoted by the Communications Team on social media. Newcomers may contact the Cultural Inclusion Facilitator directly. The Cultural Inclusion facilitator manages the Migrant Agency Group quarterly meetings who raise issues from their various sectors. Libraries had 873 signups June 2023 to June 2024 and are putting together their own Libraries information pack. 	 Making use of naturally welcoming spaces - schools, faith-based organisations, health centres, libraries, to connect newcomers to Council. Look at revitalising and adapting the "Community Connectors" programme that was in place for COVID response. Support Libraries/streamline Welcome Bag information. Create incentives for Newcomers to join "mailing lists". Connect with lions "Welcome to Waimakariri" packs.
2.3. The council's engagement with all residents is two-way, culturally appropriate and fit for purpose.	Service requests online and at centres Website: Public notices Snap send Solve Public has access to meeting minutes and agendas "Let's Talk" surveys ENews – He Panui The LTP Significance and Engagement Policy reiterates the value of public input that is reflective of community needs and recognises the importance of involving diverse communities in the Council's work. Social media is used to inform the public.	

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

- Council brand guidelines call for plain and concise English with less Council jargon.
- The district's ethnic split is dominant in New Zealand European (93%).
- Bi-lingual signage for wayfinding suggested by libraries.
- Lay down the infrastructure/foundation for being responsive to increasing diversity:
 - Include a plug in on Council site for text to speak options, for those with visual disabilities or dyslexia or have English as a 2nd language
 - Making information visual, using "international symbols"
 - Offer other language options for surveys and main information pages/make it easier to use Google translate for official documents (E.g. word vs PDF).
- Inform of translation services
- Support communication for messages around culturally significant periods.
- Work with Enterprise North Canterbury (ENC), School Boards and volunteer groups to provide examples of "Best Practice" for inclusive messaging.



Equitable Access

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

Outcomes	Existing	Opportunities for Welcoming Plan
3.1. Council partners with local businesses, organisations and sectors to identify and address barriers for newcomers to accessing services and participating in the community.	 The Cultural Inclusion portfolio is a central place for connection/networking and tapping into groups that identify possible barriers for newcomers. The Migrant Agency Group meets quarterly, facilitated by the Cultural Inclusion Facilitator. Council supports Social Services Waimakariri (SSW) and the development and dissemination of the Next Steps Website which is a repository of support services and includes a dedicated tab for newcomers. The Next Steps resource is a joint initiative with the Hurunui District Council, which is also a Welcoming Community. The Council provides an office space for the local Citizen's Advice Bureau (CAB), a service that was noted several 	 Profile the services provided by Council and Community Team as part of a greater campaign of "did you know" with a newcomer lens. Highlight the Cultural Inclusion Portfolio through stories. Continue the Cultural Inclusion role and increase 20 hours per week. Continue the relationship with SSW supporting with newcomer lens – Next Steps and in meetings. Continue to support CAB Council sponsored ENC is in a prime position to connect with newcomers (through businesses and tourism) and identify and address barriers (through their own reporting structures). There is an opportunity to involve ENC with both the Hurunui and Waimakariri Welcoming Communities development and activities through providing messaging and resources that support newcomers.

	times in data collection as being an important source of support for newcomers, information and immigration clinics • The Community Team connects with various advisory groups and networks- Accessibility, Age Friendly, Youth Council, Food Secure, Violence Free North Canterbury Network, Wailife Action Group suicide prevention), Waimakariri Health Advisory Group.	 Mainpower Stadium and Sport North Canterbury are connected to the council through Facilities Management. The programmes and activities based at the stadium and through their outreach promote inclusion and connection and these can be profiled by the Council. Offer more "casual sports team opportunities. Making use of the various Advisory groups – check ins as part of the agenda items around issues for newcomers.
3.2. Council and other organisations in the community research, design and deliver services that take account of the different circumstances (for example rural/urban) and cultural backgrounds of all service users, including newcomers.	 The Council offers free English Language Classes (ESOL) on a Saturday. Through partnership with The Salvation Army a driver mentor programme has been instigated to support migrants to connect with driver mentors and get their licence. This is particularly needed in the rural areas. CAB supports immigration queries and hold immigration clinics. The 3 libraries are fit for purpose for their towns. There is a Community Connections librarian who connects with community and build networks. Service delivery is core Council Business across different departments and there is a process for lodging requests. 	 Continue to support and promote ESOL classes. (these classes are now well subscribed and may need to be further developed?). Continue to support and promote the driver mentor programme. Connect in and support CAB immigration clinics. Support farms with material for their own welcome folder for information of district and farm operations. Work on targeted programmes with the Community Connections Librarian that are mutually beneficial for both teams and newcomers.
3.3. All community members are well informed about the services available in the community. Newcomers are made aware of and are using these services.	"Living in Waimakariri" Council Page includes a tab for "Groups and Networks" that links to resources for migrants and newcomers. This link includes information about:	 Share a "how to Kiwi" guide/videos from INZ and Ministry of Ethnic Communities (MEC). Streamline information on Council community pages to make it collated and easier to find. Have the "New to District" tab prominent on the main page of the Council website. (Make information available in different dominant languages where possible). Add a "I'm feeling new button to Next Steps Simplify/use visual communication for important Council info. Sharing knowledge of what is available. Have online access to community directories that are easy to find e.g. the volunteer and hobbies directories, make them more accessible and promote them wider Inform of translation services in health settings and council. Share information about health navigators (Waitaha and Pegasus Health) Advertising the library offerings and sharing information on support
	members of the public in print and digital format. The content	and skills development offerings.

is comprised of services and events that promote communiconnection and support. • Visit Waimakariri connected with ENC is an informative site for recreation and tourism. • Next Steps Website newcomer tab. • Community Team and Council Social media pages provide updates and information about events, support, civil defen and general Council information. • Libraries are a main source of information, onsite and digitally. Libraries sends out a newsletter. Across the librar there are boards for medical, community and Council information. • The Community team helps community groups with Welcome Bags. The bags are decorated by school childre in the district, welcoming newcomers. Oxford Service cent combines this information with their own Welcoming Pack. Ray White in Kaiapoi distribute the bags to newcomers. Pegasus Community Centre to Woodend/Pegasus.	 e.g. farm post, CAB. More accessibility for migrants struggling to adjust – help lines and making resources known e.g. CAB, Next Steps website, wellbeing booklets Council pages and social media. Connecting newcomers to different digital community groups e.g. local Filipino Facebook Group. Highlight the value of volunteering and getting involved with community groups to newcomers (Volunteer Expo, messaging on newcomer page).
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Connected and Inclusive Communities

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	Existing	Opportunities for Welcoming Plan
4.1. Coordinated, comprehensive and appropriate initial welcoming support services are available from council, other agencies and community organisations.	 The Community team helps community groups with Welcome Bags. The bags are decorated by school children in the district, welcoming newcomers. Oxford Service centre combines this information with their own Welcoming Pack. Ray White in Kaiapoi distribute the bags to newcomers. Pegasus Community Centre to Woodend/Pegasus. Next Steps Website Naturally Welcoming spaces: schools. Libraries, faith-based organisations, work inductions. Libraries are open over the weekends and act as local ISites and share Council information. Kaiapoi Promotions planned Welcome to Kaiapoi Day 	 Making use of naturally welcoming spaces; faith-based organisations, schools, libraries to connect newcomers to Council newcomer pages and resources like welcome bags. Make use of rural vets and rural post and farming groups to connect with newcomers. Finding out about different cultural support groups and connect newcomers into those groups. Increasing welcome bags distribution, localising welcome material. Newcomer Seminars in the libraries that include immigration, CAB, elected members.

	 Kainga Ora Welcome Days supported by multiple agencies and the Community Team. Waiora Links Community Cuppa 2nd week of every month. 	 Share Welcoming Communities messaging for staff inductions, internally and through ENC to businesses and through school boards for schools.
4.2. The receiving community is well equipped and supported to welcome and interact with newcomers.		 Connect with groups and schools already reaching out to newcomers to support them and connect them with other schools/businesses/event coordinators to promote initiating activities. Support more activities that bring people together Foster Community Partnerships: Strengthen partnerships between community organizations, government agencies, and businesses to address the needs of newcomers, e.g. CAB. Include elected members at school welcome days. Contribute to inductions in schools and workplaces with Welcoming Communities messaging.
4.3. Members of the receiving community and newcomers build relationships and are at ease with connecting and learning about and from each other.	 Global Locals of Waimakariri Driver mentor programme Race Unity Poster competition School inductions Oxford Area School Filipino evenings Staying Social Connected brochure Collaboration with InCommon produced posters showing shared connections across diversity. InCommon also ran "Shared Kai and Korero" evenings in Kaiapoi to promote learning about different cultures and cuisines. 	 Support for youth and children new to the district: Support schools and international student department extend pastoral support to domestic international students. Guidance counsellors reaching out Culture and connection support especially breaking into a friend group at school. encourage formation of new to school clubs or multicultural clubs. Support for parents (2nd gen migrants) and children in connecting with their own culture – cultural days at schools. Promote Mayor's Task Force for Jobs to new to district families/young people Continue to support GLOW and Cultural Inclusion initiatives (driver Mentor programme, Race Unity Poster Competition etc.) Connect with school inductions and offer more involvement to Oxford Area School for the Filipino Evenings.
4.4. Different cultures are celebrated and people are supported to express their cultural beliefs and customs, including language and religious practices.	Libraries: Chinese Language Week Lunar New Year Diwali World collection E-resources Lote4Kids – other world language book options online Mayo languages.	 Highlight the unique history with Ngai Tūahūriri – Māori identity of the district. Promote the rich cultural presence in cuisine covered in the towns (Visit Waimakariri site included). Diverse artists help to create art to express themselves e.g. murals. Using local media to tell local and community migrant stories. Promote welcoming places (e.g. schools) as place of connection for new families and their cultural events.

 Holi festival in Rangiora ISCC (Christchurch based organisation) School cultural days 	 Support cultural exchange events and workshops to foster understanding and appreciation of different cultures e.g. St Joseph's multicultural evening. Highlight and promote existing events and activities that promote cultural exchange: free ESOL classes, GLOW, Festivals, School events, events in food forests, newcomer group.
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Economic Development, Business and Employment

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	Existing	Opportunities for Welcoming Plan
5.1. Newcomers, including international students, are supported to access local employment information, services and networks.	Libraries are a space where newcomers can access computers, CV templates and on the website is a Jobseekers page.	More information about the services that support migrant employment e.g. farm post, CAB, Rural Support Farms could be encouraged to share the welcome packs or their own welcome folder for information of district and farm operations
5.2. Newcomers, including international students, are supported with local knowledge and skills to ensure they can operate successfully in the New Zealand work environment, either as a business owner or an employee.	 CAB, Employment Clinic. The clinic is hosted in conjunction with the Ministry of Social Development (MSD). MSD provides an Early Response Work Broker who holds one-onone sessions with clients supporting to help find employment, advice on interview tips, or to speak about employment seeking goals. Rural Support Trust offers employee and employer advice and support including connecting rural migrant spouses to online English Language classes. Dairy Women's Network primary focus is creating events and initiatives for members to learn and grow their connections, knowledge and skills in the farming sector. Through ENC the Council provides support existing Small to Medium businesses by providing training, coaching, mentoring services and networking opportunities. 	 Council supporting migrants to own/start their own business (through ENC) info evenings Promote Mayor's Task Force for Jobs to new to district families/young people Promote community partner offerings through Community Team platforms.

	For young people the Council has a role for Mayors Task Force for Jobs that supports young people from getting a driver's licence to connecting with potential employers.	
5.3. The receiving community recognises the value of diversity in the workplace, of newcomers' contribution to the region's growth and of the resulting wider economic benefits.		Promote the rich cultural presence in cuisine covered in the towns (Visit Waimakariri site included).
5.4. Local employers and workforces develop their intercultural competency.		 Work with ENC to develop messaging to encourage workforces to support diversity to ensure cultural competence within organisations. DWN has expressed interest in cultural competency training
5.5. Mutually beneficial connections and initiatives are set up with migrant businesspeople by the local business community and professional networks	The North Canterbury MOVE ON UP project is designed to assist employers and recruitment agencies attract talent to work in North Canterbury by positioning North Canterbury as an attractive place to work and live. The project also develops and maintains a strong regional identity.	Continue to support ENC



Civic Engagement and Participation

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

Outcomes	Existing	Opportunities for Welcoming Plan
6.1. The council's elected members and staff effectively communicate with newcomers to promote their engagement in local government processes.	 Community Board members have a variety of portfolios including for example community wellbeing, international relations, business development, social services. They are therefore part of a variety of groups and advisory boards to connect to and promote their engagement to newcomers. 	 Support newcomer welcomes at schools, not just Year 9 inductions. Connect elected members – international students, new employees. Host newcomer evenings that include elected members.
6.2. Newcomers are encouraged and enabled to get involved in local government and civil society	There are wide ranging opportunities for people to contribute to the decision making that affects our District.	 Showcase public access to Council decision making as part of newcomer messaging. Students, migrants, international students meeting with council members, could be at newcomer evenings. Civics day for schools.
6.3. Newcomers' efforts and achievements in civic participation and community life are acknowledged and celebrated.		Actively looking for knowledge of and involving community leaders and leadership opportunities for migrants.



Welcoming Public Spaces

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

Outcomes	Existing	Opportunities for Welcoming Plan
7.1. The design and operation of public spaces and facilities are culturally appropriate and reflect the diversity of the community.	 Libraries are places for information, connection and are used as community centres where cultural gatherings and events take place. Annual Plan 2023/2024 and LTP Plan Community Outcomes –	 Opportunity to help promote and collaborate with Libraries advising a newcomer lens. Showcase the recreation, arts and cultural activities in the public spaces that promote social inclusion and celebrate diversity.
7.2. Welcoming public spaces provide opportunities to build trust and relationships between newcomers and members of the receiving community.	 There is a list of all the parks on the Council website. There is access to public parks/reserves and conservation of it. The food forests can potentially grow different cultural produce, but are also places of connection and events, e.g. Hanami (cherry blossom festival). Community gardens were noted and parks as a place to have gatherings and events. Good Street lunchtime music Libraries: Hold regular events for social connection, e.g. games nights, movie nights, slice and dice, Rainbow connect for young people, crafts and family times and events that celebrate cultures. 	 Opportunity to help promote and collaborate with Greenspace to provide a newcomer lens. Highlight the progress of the Youth Council Dudley Park project to create more spaces for youth (moulded seating, play area, BBQs) is in process. Sharing more about public walks and the environment "Sister City" or way to acknowledge other cultural gardens like Halswell Quarry. Bi-lingual signs. More community events to the park to just relax and connect, e.g. tai chi A How to "Park" document, showcase what we have, tell the C&R story. Pictorial signage "international language"

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

- Public consultation
- Town halls, meeting spaces and indoor court facilities are provided across the district for the community to use.
- Providing sports grounds neighbourhood reserves and natural reserves for the community to use.
- The regular social connect events through libraries are connected to and involve community groups and needs.

 Welcoming documentation can be divided into villages/towns – "Living In..."



Culture and Identity

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	Existing	Opportunities for Welcoming Plan
8.1. Receiving communities and newcomers share and celebrate their cultures with each other, facilitated by the council and others in the community.	o Malariki snowcases and during le vviki o le Reo	 Additional language weeks Diverse artists help to create art to express themselves e.g. murals. Using local media to tell local and community migrant stories. Promote the rich cultural presence in cuisine covered in the towns (Visit Waimakariri site included). More activities that bring people together Support cultural exchange events and workshops to foster understanding and appreciation of different cultures. In general, more community/family events were called for.
8.2. Newcomers and the receiving community understand what values they each hold dear.	 Collaboration with InCommon produced posters showing shared connections across diversity. InCommon also ran "Shared Kai and Korero" evenings in Kaiapoi to promote learning about different cultures and cuisines. 	

Next steps in Plan development

- Working with PCG to confirm which potential opportunities can be translated into activities and initiatives for the Plan
- Present draft Welcoming Communities Plan for consultation (internally and externally) July and August 2025
- ➤ Work with PCG to formalise a Welcoming Communities Advisory Group
- Final consultation with Council in November 2025/February 2026 (election dependent) to sign off Plan
- > Public launch of Welcoming Communities Plan TBC 2026.
- > Roll out of earmarked activities and initiatives of the Plan.





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TERMS OF REFERENCE

WELCOMING WAIMAKARIRI WORKING GROUP

1. Mission

To foster a connected and inclusive Waimakariri, where all people feel welcomed, safe, valued, informed and empowered to participate fully in their communities

2.

3. Purpose

To ensure a community-led approach to Waimakariri being a welcoming district for newcomers.

4. Membership (10 – 12)

Representative of following sectors:

- Tangata whenua representatives
- Migrant community members
- Waimakariri District Council elected member
- International migration support services
- Community partners and those who support newcomers
- Youth
- Business/farming
- Health
- Education
- Sports and recreation
- Waimakariri District Council Community Team

5. Role and objectives

- Finalising, prior to consultation, the Welcoming Waimakariri Plan.
- Provide advice on community engagement and consultation processes, as required.
- Implementation
 - Promote Welcoming Waimakariri
 - Action priority initiatives of the Plan
 - Be champions for the Plan
 - Contribute a newcomer lens to advise Council.
 - Utilise National Welcoming Week in September as a platform to lead a Welcoming activity.

6. Working as a Team

The group has agreed on the following values:

- Equality we all have a voice that is equal
- Open communication
- Supporting each other
- Recognising different people's value
- Diversity of thought and perspectives
- Being individual ambassadors for their own nationalities/sectors/networks
- Respecting and listening to each other
- Safe space confidentiality of individual's shared experiences
- Commitment to the group and work of the plan.

7. Meeting Frequency and Duration

As required and to be determined by the steering group.



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TERMS OF REFERENCE

WELCOMING WAIMAKARIRI WORKING GROUP

8. Staff Support

Aimee Claassens - Community Development Facilitator Welcoming Communities

9. Quorum

Any 5 members.

10. Delegation

Only Council staff can authorise work to be undertaken and for the issuing of orders for services/supplies and the authorising of invoices for payment.

11. Decision Making

Decisions will, in so far as it is possible, be reached by consensus. Where this is not achievable, decisions will be made by voting with a simple majority being required.

12. Outcomes

- The completion of the Welcoming Communities Plan.
- Community oversight in the implementation of the plan objectives.
- Providing the newcomer voice to Council to achieve community outcomes.

Waimakariri District Council

Welcoming Waimakariri Plan 2026-2029

A Welcoming Communities Plan

Draft Document 9-1-2025

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Acknowledgements

The Waimakariri District Council would like to acknowledge the Ministry of Business Innovation and Employment (MBIE) for providing the funding to develop the Welcoming Waimakariri Plan. The Council also acknowledges the programme support and supervision provided by Immigration New Zealand (INZ) and the national network of Welcoming Communities facilitators.

The process of the stocktake and plan development benefited from the strong community partner relationships and established networks of the Council's Community Team. The input from newcomers, various sectors and Council departments is the foundation of the Welcoming Waimakariri Plan and we acknowledge the community members for their willingness to share their experiences.

The Welcoming Waimakariri Working Group committed their time, providing oversight and ensuring an ongoing community voice in this project. The Council acknowledges the group for their insight, passion and being ambassadors for their respective sectors and communities.

He aha te mea nui o te ao What is the most important thing in the world?

He tangata, he tangata, he tangata

It is the people, it is the people, it is the people



A word from the Mayor

Welcoming Communities is a programme led by Immigration New Zealand (INZ) in partnership with the Ministry of Ethnic Communities and the Human Rights Commission. It provides a framework to work towards healthier, happier and more productive communities by welcoming, supporting and empowering newcomers into the life of the district.

Over the past decade, the Waimakariri District has seen a 30% increase in population, with increasingly diverse ethnic demographics. It is wonderful to see our District grow and evolve, but change is not easy for some. It can take quite a while for migrant newcomers to feel a real sense of belonging, particularly where language difficulties or cultural differences lead to social isolation and disempowerment. Such barriers limit the opportunity for many of our migrant newcomers to be able to share and apply their skills in their local community or the local employment market. They also mean that we don't really see the extent of the rich cultural tapestry within the District.

This intentional approach to creating Welcoming Communities will help bridge the gap between newcomers and long-term residents, celebrate diversity, and support our new migrants to apply their unique skills, talents and experience to creating more vibrant communities across the district.

I endorse this document as a strategic approach to Waimakariri District's local implementation of the Welcoming Communities Programme.

Introduction

The Welcoming Communities programme is a national initiative led by Immigration New Zealand (INZ), in partnership with the Ministry for Ethnic Communities and the Human Rights Commission. The Waimakariri District Council joined the programme and secured funding from Ministry of Business, Innovation and Employment (MBIE) to support the development of a welcoming plan tailored to the district.

Welcoming Communities is founded on the principle that communities thrive socially, economically, and culturally when newcomers are genuinely welcomed and empowered to participate fully in society. The programme actively encourages collaboration between newcomers and the receiving community, fostering inclusivity and connection.

As one of New Zealand's fastest-growing districts, Waimakariri is experiencing an increase in population diversity. The Welcoming Communities programme presents a timely opportunity to build on the Council's existing social inclusion efforts. It offers a structured framework for plan development, along with access to a national peer support network that has expanded from an initial pilot of nine councils to 35 participating councils across the country.

The national framework guides the development of local welcoming plans, that include a stocktake of existing welcoming initiatives and community aspirations and the formation of a community advisory group. The framework also provides a Welcoming Communities Standard, a set of eight key elements with a total of 36 sub-outcomes that contribute to successful settlement outcomes for newcomers. Newcomers are defined as individuals arriving from overseas (including recent migrants, former refugees, international students, and returning citizens) as well as those relocating from other parts of New Zealand.

The Welcoming Waimakariri Plan is shaped by insights gathered through local research and is aligned with the eight elements of the national Standard. While the framework provides valuable guidance, each district is encouraged to tailor its approach to reflect its unique characteristics and strategic priorities.

This document provides information on the demographic composition of the District, an overview of the research methodology that informed the Stocktake Report and the process that led to the outcomes in the Plan. The overarching themes that the Welcoming Waimakariri Working Group and Council staff developed are set out in tables at the end of this document.

Strategic framework

Welcoming Communities

Welcoming Communities provides a system and framework for plan development. This includes guidance on how to plot and measure what "welcoming" is through the Welcoming Communities Standard. The Standard provides councils and communities with a benchmark for what a successful welcoming community looks like and guides the activities they undertake through their welcoming plans.

The elements of the Standard cover aspects of welcoming which could reasonably be planned for and delivered at a local level and is organised around eight elements critical to building a welcoming community:

- 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

Waimakariri District Council

The Council has a statutory responsibility under the Local Government Act 2002 to identify strategic priorities and community outcomes that reflect the aspirations and needs of Waimakariri District residents. One of the current strategic priorities is to:

"Enhance community wellbeing, safety, inclusivity and connectedness."

The value of this priority is stated as follows:

"Waimakariri District is a high growth area with an increasingly diverse population. We want to build a wellbeing centred community where all feel safe and welcome; are accepted and connected."

The diagram to the right shows the Council's strategic framework that informs the delivery of a wide Council services, including infrastructure planning, business development. community services, and environmental stewardship. This work is underpinned by robust community engagement, evidence analysis, and alignment with national and regional planning.

Figure 1 Waimakariri District Council Strategic Framework



The Waimakariri Community Development Strategy is one of the Council's key strategies as shown in figure 1 that supports this priority statement.

The Community Development Strategy

The objectives of the Community Development Strategy encompass all aspects of the Council's Community Outcomes, with the aim to facilitate activity that ensures that the Waimakariri is a District where people are:

- Safe and healthy; and able to access the determinants of good health and wellbeing
- Welcome and included, as part of our local communities geographic and 'of interest'
- Informed and empowered to contribute to local decision making and achieve their aspirations
- Engaged and connected into the district's activities.

To address the broad range of community development activities and initiatives, several plans have been developed giving effect to specific priorities in both the Community Development Strategy and the Long-Term Plan as illustrated in the diagram below.



Figure 2 Community Development Strategy and plans

Local Context

District overview

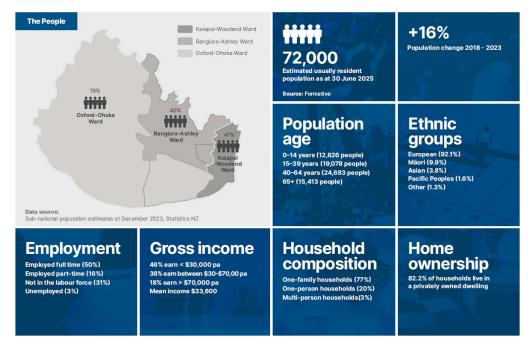


Figure 3 Extract from Waimakariri District Council Annual Plan 2025-2026

The Waimakariri District lies to the north of Christchurch on the Canterbury Plains, extending from the Waimakariri River in the south, Pegasus Bay in the east and the Puketeraki Range in the west. It is bounded to the north by Hurunui District. The District sits within the takiwā (territory) of Ngāi Tūāhuriri, which is one of 18 Ngāi Tahu regional papatipu rūnanga, to represent mana whenua interests.

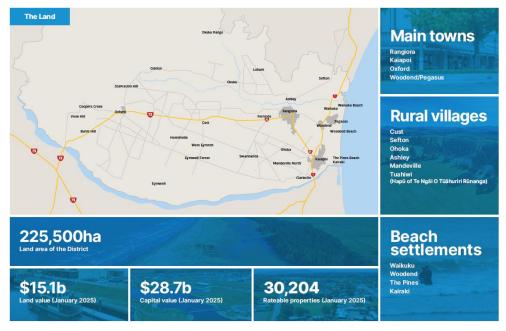


Figure 4 Extract from Waimakariri District Council Annual Plan 2025-2026

Ethnicity in the district

Ethnicity is the ethnic group or groups that people identify with or feel they belong to. Ethnicity is a measure of cultural affiliation, as opposed to race, ancestry, nationality, or citizenship. Ethnicity is self-perceived, and people can affiliate with more than one ethnic group. As such in the 2023 census, people could identify with more than one ethnic group and were counted in each group they give as a response. As a result, the total of all categories may be more than 100 percent.

Broad ethnic groups

Stats NZ 2023 Census data for the Waimakariri District: 86.2% New Zealand European, 9.9% Māori, 7.1 Other European, 3.8% Asian and 1.6% Pasifika people.

Table 1 Percentage of population that identify with each ethnic group,	Waimakariri District and New
Zealand, 2023 Census	

2023 Census	Waimakariri District	New Zealand
Māori	9.9	17.8
European	7.4	7.2
Asian	3.9	17.4
Pacific Peoples	1.8	10
Other Ethnicity	1.3	1.1
Middle Eastern/Latin American/African	0.7	1.9
New Zealand European	86.2	62.1

The Census data paints a picture of growth and changing landscape, with Māori descent, Asian and Pacific Island percentages steadily increasing between the 2013, 2018 and 2023 census results and to a lesser degree MEELA (Middle Eastern, Latin American and African).

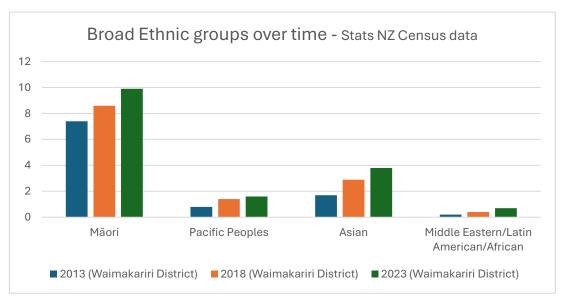


Figure 5 Percentage of population that identify with Māori, Pacific Peoples, Asian or MEELA ethnic group (level 1), Waimakariri District, 2013–2023 Censuses

Percentage by birthplace

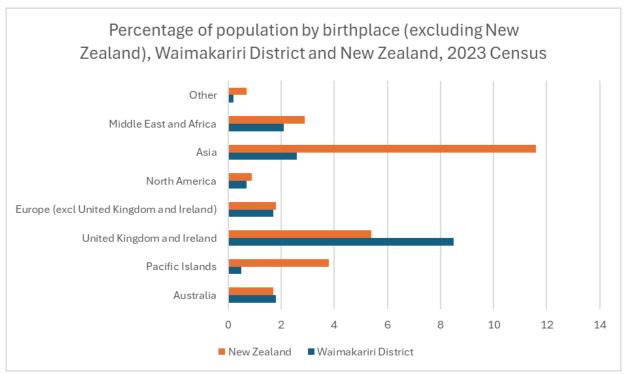


Figure 6 Percentage of population by birthplace (excluding New Zealand), Waimakariri District and New Zealand, 2023 Census

Waimakariri has a higher comparative percentage of people born in the United Kingdom and Ireland than the New Zealand average (8.5% vs 5.4%) and is on par for those born in Australia (1.8% vs 1.7%), Europe (1.7% vs 1.8%) and North America (0.7% vs 0.9%). There is a lower percentage of those born in Asia (2.6% vs 11.6%) and the Pacific islands (0.5% vs 3.8%) in comparison to the New Zealand average. It is useful to have an idea of the statistics (knowing that there may have been movement since 2023) as an indication of the makeup of this district and how to tailor the welcoming plan actions.

Table 2 Percentage of population that speak each language (excluding English), Waimakariri District and New Zealand, 2023 Census

Percentage of population that speak each language (excluding English), Waimakariri District and New Zealand, 2023 Census						
Category Waimakariri District New Zealand						
Māori	1.8%	4.3%				
Afrikaans	0.9%	1%				
French	0.8%	1.1%				
German	0.8%	0.8%				
Tagalog	0.5%	1.2%				
New Zealand Sign Language	0.5%	0.5%				
Spanish	0.4%	0.9%				
Hindi	0.3%	1.6%				
Samoan	0.2%	2.2%				
Northern Chinese	0.2%	2.2%				

Panjabi	0.2%	1%
Yue	0.1%	1.1%
Sinitic not further defined	0.1%	1.2%
Tongan	0%	0.8%
Other	3.3%	7.8%
None (eg too young to talk)	1.9%	2.1%

^{*}Other means that respondents neither English, Māori, nor NZ Sign Language were selected by respondents.

It is important to note that even though statistically the Waimakariri District does not "look" diverse, there are a range of residents who represent other languages and cultures.

That these other nationalities and language groups represent a smaller percentage could mean that those residents are possibly more vulnerable, feel more isolated, less able to access information and less likely to participate in the community. Creating a plan with the most vulnerable in mind sets up the infrastructure for growth and serves the whole district.

Citizenship ceremonies held in the district between May 2024 and June 2025 reflect the census data of higher numbers for those born in the United Kingdom and Ireland, as well as reflecting the breadth of nationalities as seen in the stocktake results, with a range of nationalities (40), represented by the 475 new citizens.

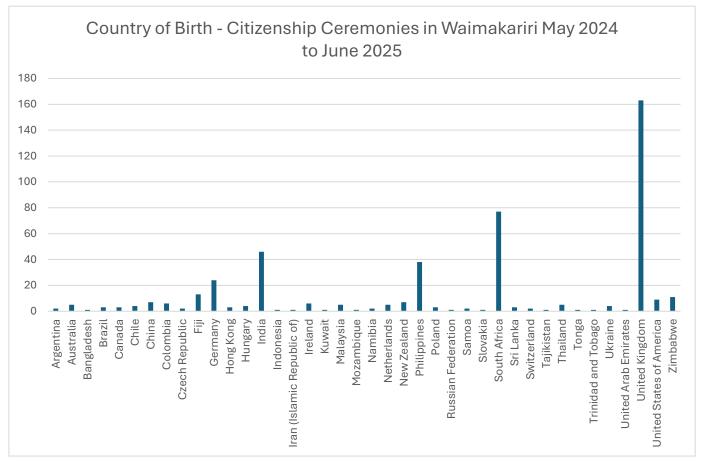


Figure 77 Country of Birth - Citizenship Ceremonies May 2024 to June 2025

Growth

The Waimakariri District has seen an 11% increase in population in the 2023 census, compared to the last census in 2018. The district population is estimated at 72000 for 2025 with mid-level projections estimating a population of 77,100 by 2033. The District has a generally ageing population with a median age of 44.7 years, increasing on figures from 2013 (42.9) and 2018 (43.6).

Stats NZ Census Data, 2023 Community Development Strategy 2025-2035

New housing developments and proximity to Christchurch, as well as recreation and entertainment opportunities have resulted in an influx of younger couples and families looking to settle here. Growth in the local hospitality, dairying, construction and retirement/aged care sectors has attracted an increasingly ethnically diverse workforce.

Youth Strategy Review 2025 Community Development Strategy 2025-2035

Plan development

Research

To understand the local context and experiences of newcomers a stocktake was undertaken. This included an exploratory mixed method design to identify experiences, existing support for newcomers and any opportunities for new initiatives.

Qualitative data collection

Internal engagement

The project has been led by the WDC Community Team. The Welcoming Communities concept was then introduced to other units within Council that may have responsibility for services that are within the scope of the eight standards.

External engagement with community partners included a process of introducing the programme and gaining initial feedback.

- Waimakariri Access Group
- Waimakariri Health Advisory Group
- Citizens Advice Bureau
- Youth Council
- Migrant Agency Group
- Sports North Canterbury
 Social Services Waimakariri

In addition, outreach was conducted across individual sectors such as:

- Health
- Farm support
- Education
- Faith-based organisations

To gather community input, a survey was conducted with 81 responses, and two focus groups were held to gain deeper qualitative insights.

Quantitative data collection

- Review of Council policies and strategies
- Community survey: 81 responses
- Community Development strategy survey 2024,
- Migrant employers and stakeholders survey 2022
- Migrant experiences
- Inclusive Waimakariri Plan evidence
- Stats NZ Census results

Results

Quantitative results formed a picture of pull factors to the region - what helped individuals feel supported and what the demographic breakdown of the district.

Thematic analysis of the survey results, focus groups and sector meetings was plotted against the Welcoming Communities Standard to show gaps, opportunities and existing work that support being welcoming.

Plan drafts

The stocktake report was reviewed by an internal Project Control Group from across Council departments and with elected member representation. The vast array of ideas and suggestions were refined into themes and a draft concept plan developed. In May 2025 the Council approved the establishment of the Welcoming Waimakariri Working Group (WWWG) to ensure a community lens in the finalisation of the plan.

The Welcoming Waimakariri Working Group

Purpose

As community representatives, the group's role is to help frame the final draft of the Waimakariri Welcoming Community Plan document and then progress the implementation of the plan.

Membership

Members represent a variety of sectors including

- Newcomers
- Health
- Education
- Business
- Youth
- Cultural groups
- Council staff and elected representative

Group vision

"To foster a connected and inclusive Waimakariri, where everyone feels welcomed, safe, valued, informed and empowered to participate fully in their communities"

11

Priorities and outcomes

The feedback identified three themes. Each theme has one key goal, and actions to achieve those goals.

The Welcoming Waimakariri Working Group resonated with the use of Māori terms/values as they developed the themes. Values of *Kotahitanga*, *Manaakitanga*, and *Kaihāpai* informed the overarching themes that lead the plan journey:

• Collective responsibility

Kotahitanga - Kotahitanga means oneness or unity and expresses the idea of collective action or responsibility.

• A welcoming Waimakariri

Manaakitanga - hospitality, kindness, generosity, support - the process of showing respect, generosity and care for others

· Being advocates and supporters

Kaihāpai - advocate, champion, promoter, supporter, upholder, backer, campaigner, proponent



1. Collective Responsibility - Kotahitanga

Context

The Council and community partners have a responsibility to lead by example to facilitate cultural awareness, inclusion, and shared responsibility. The Cultural Inclusion portfolio reflects Council's commitment to that. By embedding inclusive practices the Council, in collaboration with established community partners and networks, can inspire the wider community to continue/instigate their own inclusive practices.

Feedback from the stocktake that highlighted the importance of leading, promoting and normalising cultural competency and best practice. Deepening newcomers' understanding of New Zealand's historical bicultural context, particularly within a multicultural society, the use of te reo Māori and respectful recognition of shared values contributes to foster a sense of belonging.

"When I hear people having a go at trying to correctly pronounce te reo Māori like "Rangiora", "Ohoka", it's awesome and can make Māori feel welcome. Inviting newcomers into the historical stories (Māori and Pakeha stories) of this beautiful area can help newcomers to connect to their new home." – Survey respondent, from elsewhere in New Zealand 2-5 years in district.

Goal 1 Council and community partners lead by example, prioritising the development of skills and knowledge that foster cultural awareness and embedding it as a standard practice across all areas of work

Outcomes

- 1.1. There are more opportunities to learn about te Tiriti o Waitangi and the unique relationship with mana whenua
- 1.2. Council exemplifies and supports cultural understanding through its service delivery, awareness programmes and initiatives
- 1.3. Council is committed to the sustainability of a Welcoming Waimakariri District.

2. A Welcoming Waimakariri - Manaakitanga

Context

As Waimakariri grows, so does its cultural diversity and need to foster connection and inclusion. Feedback from newcomers was that they have generally felt welcomed in the District, however, there are areas where the experience can be improved. Themes from the stocktake highlighted feelings of isolation and a keenness for more community events where there would be opportunities to connect and celebrate culture. Reducing social isolation is a key element of the Community Development Strategy. The council Community team staff work with community partners to increase social inclusion by sharing community stories, and ensuring newcomers find it easy to settle in the district, through access to information, skills and social connection.

I LOVE THE COOKING CLASSES! It is not easy to find friends in my age group. It is easier if you are a parent with kids, you are automatically in contact with parents/preschool friends. For elderly there are morning teas/coffees, but nothing in between. - Survey respondent Germany 10 years in district

With national support, and by investing in systems and initiatives that meet the needs of a diverse population, the District can strengthen its social infrastructure and uphold *manaakitanga*, ensuring everyone feels at home.

Goal 2 The Waimakariri district is celebrated as a welcoming, a place where it is easy for newcomers to connect, be supported and take part in the community

Outcomes

- 2.1. The value of newcomers with diverse heritage choosing to live and work in Waimakariri is understood and celebrated.
- 2.2. Newcomers are able to easily link with support services, recreational activities and feel socially connected.
- 2.3. Newcomers find Council communications easy to understand and Council services easy to access.

3. Being an advocate and supporter - Kaihāpai Context

The Council, with its community development function, is well-positioned to facilitate community-led projects that contribute to more welcoming and inclusive communities across the District. This is through established networks, facilities, public spaces and platforms for promotion.

"If community services can collect temp jobs and pass it on to the newcomers to begin somewhere. Also giving them an orientation on how to get into the community to recover from the shock of migration." – Survey respondent from India in the region 1-2 years

The Waimakariri District is home to industries that hold accredited status for supporting work visas. It has dairy farms that bring in migrant workers. It is also well served with aged care and hospitality businesses whose employment base is largely migrant based. In encouraging and facilitating cultural competency across local workspaces, particularly through its connection to with Enterprise North Canterbury (ENC), Council can help local employers increase their productivity, efficiency, staff retention and workplace culture.

Feedback in the stocktake suggested that there was a need to support new-to-New Zealand youth by fostering connection, addressing racism, and providing pastoral care for both domestic-international and international students. Through its Cultural Inclusion, Youth Development and Youth Opportunity portfolios, Council has developed relationships across the youth support sector. These will be most valuable in working to address the challenges for local migrant/immigrant and diverse rangatahi.

Goal 3 Council in collaboration with community partners supports the community to initiate and take part in welcoming and inclusive activities

Outcomes

- 3.1. Community organisations are supported and enabled to initiate and lead welcoming projects.
- 3.2. Local employers are encouraged to promote more welcoming and inclusive workplaces and business sector.
- 3.3. A youth focus (with input from schools, youth groups and youth organisations) is included in Welcoming Community activities.

Actions, leadership and collaboration

The following tables outline the three themes, the main goal, and associated outcomes and actions. It includes who should take the lead on the actions, who could collaborate and estimated timeframe. Some of the actions build on existing practice and some will be new initiatives. To show alignment with the Welcoming Communities there is a column listing the Welcoming Communities Standard sub-outcome that relates to the actions. Of the thirty Welcoming Communities sub-outcomes, twenty-eight are related to the identified actions, which illustrates the plan covers the spectrum of what has been deemed "welcoming" by the national programme.

Budget

In line with the community-led development kaupapa for Welcoming Communities, budgets are determined, project by project, by the stakeholder working groups, as part of planning. This is important, not only in terms of 'best practice' but also in terms of ensuring that activities are sustainably and efficiently resourced. Budget planning considerations include identifying what each stakeholder can bring to the table, either in-kind or in financial resourcing. They also include determining the most appropriate avenues for the acquisition of philanthropic, central government or sponsorship funding.

Council's contribution is typically 'in kind', through the community development facilitation function, the use of meeting facilities; and assistance with promotion and some of the administrative aspects of project scoping, planning, deliver and evaluation.

The activities being developed in this plan have been developed on this basis.

Theme 1 Collective responsibility - Kotahitanga

Council and community partners lead by example, prioritising the development of skills and knowledge that foster cultural awareness and embedding it as a standard practice across all areas of work

Actions	Lead	Collaborate	Time frame	WCS
Explore options for the history and mana of Ngāi Tūāhuriri to be represented in public places.	Strategy and Business	Whiti Ora, Greenspace, property	Ongoing	1.1, 1.5
 Develop regular communication with Ngāi Tūāhuriri to provide opportunities for Welcoming Communities partnership e.g.: Guidance from mana whenua and values included in plan reviews Mana whenua involvement in citizenship ceremonies Promoting Tuahiwi Education and their workshops like the "Getting to Know Us" days at Tuahiwi Marae Community led multicultural events in collaboration with Tuahiwi Marae that connect newcomers. Support activities that link newcomers to greater understanding about Waitangi Day and Matariki celebrations 	Strategy and Business and Whiti Ora	Governance, WWWG, Global Locals of Waimakariri (Glow)	Year 1 and ongoing	1.1, 1.4, 8.2
Both English and te Reo Māori are increasingly included on signage on and in Council buildings.	Properties	Whiti Ora	Ongoing	1.1, 1.5, 7.1
Promote the Libraries' Māori and New Zealand collections.	Libraries	Community Team	Ongoing	1.1, 1.5, 8.2
1.2. Council exemplifies and supports cultural understanding through its service delivery,	awareness programme	es and initiatives		
Actions	Lead	Collaborate	Time frame	WCS
ncrease cultural understanding through education and awareness programmes and projects, e.g.	Community Team	Community groups, business	Year 1 and ongoing	1.3, 1.4, 1.5, 3.1,

Cultural awareness training for Council leaders and staff, community groups and the business sector		organisations and Council		4.2, 5.3
Continue the Cultural Inclusion Facilitation role in Council.	Council		BAU, ongoing	
Review and adapt services to meet diverse cultural needs (e.g. burial practices).	Council	WWWG, cultural groups	Ongoing	1.5
1.3. Council is committed to the sustainability of a Welcoming Waimakariri District				
Actions	Lead	Collaborate	Time frame	wcs
Develop work plans to progress implementation of the Waimakariri Welcoming Plan.	Community Team	WWWG, Strategy	Year 3	1.5
	Community ream	and Business	Teal 5	1.0

Theme 2 A Welcoming Waimakariri - Manaakitanga

The Waimakariri district is celebrated as a welcoming, a place where it is easy for newcomers to connect, be supported and take part in the community 2.1. The value of newcomers with diverse heritage choosing to live and work in Waimakariri is understood and celebrated. Collaborate WCS Actions Lead Time frame Gather and share newcomer stories alongside local initiatives that foster inclusivity and Communications Community Team. Year 1 and 2.1, 8.1 WWWG. celebrate diversity. and Engagement ongoing Enterprise North These narratives and projects should be regularly featured across multiple platforms as Canterbury (ENC), part of the district's ongoing promotion, aimed at engaging both current residents and Community attracting potential newcomers. partners, Schools, Explore opportunities for regularly celebrating the increasing number of new residents in WWWG Year 1 and 2.1. Governance 7.3.8.1 the Waimakariri District, e.g. highlighting/adding engagement at citizenship ceremonies. ongoing Encourage local art groups to feature art/artists in public spaces that celebrate cultural **Community Team** Waimakariri Public Ongoing 2.1, 7.1, 8.2 diversity. Arts Trust and local art sector. Greenspace, Strategy and Business 2.2. Newcomers are able to easily link with support services, recreational activities and feel socially connected. **WCS** Actions Lead Collaborate Time frame Identify and connect with newcomers by working with likely existing points of contact. 2.2, **Community Team** The libraries. Year 1 and 7.2, Aquatics medical ongoing centres, workplaces, schools, faith groups Promote volunteering opportunities, joining newcomer groups and recreational clubs to Community Team 4.3 Volunteer Year 1 and encourage connection. coordinators, ongoing WWWG, GLOW,

Work with the advisory groups and community partners to ensure their areas of focus include considerations specific to newcomers.	Community Team, WWWG	Waimakariri Access Group, Waimakariri health Advisory Group, Citizens Advice Bureau (CAB), Social Services Waimakariri	Year 1 and ongoing	3.1
Link newcomers to employment information and support, e.g. through Citizen's Advice Bureau and Libraries.	Libraries, CAB, Rural Support Trust	Community Team	Year 1 and ongoing	5.1, 5.2

2.3. Newcomers find Council communications easy to understand and Council services easy to access.

Actions	Lead	Collaborate	Time frame	wcs
Tailor communications to support newcomers' understanding of Council roles and services, community support and local information, including links to the Next Steps website and delivery of Welcome Bags.	Communications and Engagement	Community Team, WWWG, community partners	Year 1 and ongoing	3.2, 3.3
Explore ways to make key Council information more accessible with visuals and pictorial signage and promote availability of translation services.	Communications and Engagement	WWWG	Ongoing	2.3, 2.4
Encourage newcomers, including international students to engage in civic participation.	Communications and Engagement	Community Team, Governance, schools	Year 1 and ongoing	1.6, 6.2,
Collate a resource pool of locals and Council staff with language fluency and/or cultural knowledge to support public communication, especially in emergencies.	Community Team	Human Resources	Year 1 and ongoing	2.4

Theme 3 Being advocates and supporters - Kaihāpai

Council, in collaboration with community partners, supports the community to initiate and ta	ake part in welcoming a	and inclusive activities				
3.1. Community organisations are supported and enabled to initiate and lead welcoming projects.						
Actions	Lead	Collaborate	Time frame	wcs		
Promote and facilitate the use of Council facilities and parks for cultural events.	Community Team	Greenspace	Year 1 and ongoing	4.3, 7.2		
Support collaborative community-led cultural inclusion activities and projects.	Community Team	WWWG	BAU	4.3, 4.4		
Support new and existing cultural groups and networks that focus on welcoming newcomers.	WWWG	Community Team	BAU	1.4,		
3.2. Local employers are encouraged to promote and celebrate welcoming and inclusive	e workplaces and busir	ness sector.				
Actions	Lead	Collaborate	Time frame	wcs		
Identify opportunities to collaborate with and support businesses to share welcoming workplace practices and promote being more inclusive. E.g. develop a Welcoming Toolkit, newcomer resources, workplace English language classes.	ENC	Strategy and Business, Community Team, WWWG,	Year 2	5.2, 5.3, 5.4		
Explore the establishment of a diversity focused business award.	ENC	Community Team	Year 1			
Connect migrant entrepreneurs to local business networks and support.	ENC	Community Team, WWWG	Year 1 and ongoing	5.2, 5.5		
3.3. A youth focus (with input from schools, youth groups and youth organisations) is in	cluded in Welcoming C	Community activities.				
Actions	Lead	Collaborate	Time frame	wcs		
Partner with Youth Council and schools to enhance and extend cultural and social support opportunities for young newcomers.	Youth Council, Schools	Community Team, WWWG	Year 1 and ongoing	4.1, 4.2,		
Engage with second-generation, ethnically diverse young people to better understand their experiences to collaboratively develop support solutions.	Community Team	WWWG, Schools, Youth Council	Year 2	3.1, 4.1,		
Work with international student departments to link with welcoming initiatives.	Community Team	Schools, Youth Council, WWWG	Year 1 and ongoing	6.1,		

Monitoring and evaluation

The Welcoming Waimakariri Plan is a living document. Issues and priorities may change over time and reviews over time are necessary. The plan is high level and the actions can be regularly updated to continue achievement of the outcomes.

It is important that Council honours the commitment to the Welcoming Communities programme, the Welcoming Waimakariri Working Group (WWWG) and the community, including newcomers. This can be achieved by ongoing evaluation of the Waimakariri Welcoming Plan to ensure the sustainability of welcoming initiatives through:

- Ensuring effective evaluation and measuring outcomes is part of all welcoming initiatives.
- Ensuring participant and community partners feedback is collected at events that promote the Welcoming Waimakariri Plan actions.
- Tailoring a platform for hearing newcomer needs and experiences.
- Reviewing the Welcoming Waimakariri Plan in 3 years.

WAIMAKARIRI DISTRICT COUNCIL

REPORT FOR DECISION

FILE NO and TRIM NO: GOV-01-04 / CMS-17-02 / 250902164044

REPORT TO: COMMUNITY & RECREATION COMMITTEE

DATE OF MEETING: 16 September 2025

AUTHOR(S): Mel Foster, Community Development Facilitator – Arts Strategy Implementation

SUBJECT: Proposed Changes to Council Art Management Processes

ENDORSED BY:

(for Reports to Council, Committees or Boards)

General Manager Chief Executive

1. **SUMMARY**

- 1.1. This report discusses challenges and opportunities related to the management of Councilassociated arts trusts and committees, detailing planned structural and operational improvements.
- 1.2. The report seeks to gain approval for Council to receive assets of the Waimakariri Art Collection Trust (Art Collection Trust) ahead of its planned dissolution and highlights that this is allowed for in the Art Collection Trust Deed.
- 1.3. It details an intention, following the dissolution of the Art Collection Trust, to create an Arts Acquisition sub-committee, within the Waimakariri Community Arts Council (Arts Council). This sub-committee would take over the acquisition and curation functions previously held by the Art Collection Trust, for what will subsequently be Council-owned art.
- 1.4. The report highlights the need for a Memorandum of Understanding with the Waimakariri Community Arts Council regarding their extended role, including acquisition and curation of Council-owned art, and ongoing coordination and curation of recitals, exhibitions and events at Chamber Gallery and Art of the Quay.
- 1.5. It also discusses challenges faced by the Waimakariri Public Arts Trust (Public Arts Trust) in managing the more administrative and operational aspects of public art procurement. In line with those challenges, the report details planned changes to the submission process and project management for the Public Arts Trust and public art installations

Attachments:

- i. Waimakariri Art Collection Trust Deed
- ii. Proposed process for Public Art installations

2. RECOMMENDATION

THAT the Community & Recreation Committee

- a) Receives Report No. 250902164044.
- b) **Notes** the intention of the Waimakariri Art Collection Trust to dissolve.

- c) **Approves** staff working alongside the current members of the Waimakariri Arts Collection Trust to dissolve the trust noting that as per the Trust Deed all art and financial assets of the Trust would in that case revert to Council ownership.
- d) **Notes** that Council will ring fence the financial assets of the Arts Collection Trust for the purpose of ongoing art Acquisition.
- e) **Notes** the intention to establish a Memorandum of Understanding with Waimakariri Community Arts Council regarding the ongoing acquisition and curation of art for display in Council facilities.
- f) **Notes** the planned changes to the management process for Waimakariri Public Arts Trust and Public Art installations.

3. BACKGROUND

- 3.1. A recent review was undertaken of the structure and processes around the three art groups that are closely interconnected with council-operated facilities and spaces. This was in line with a review of the Art in Public Places Policy created in 2016, which doesn't appear to have progressed to formal adoption by Council.
- 3.2. The Senior Advisor for Council's Strategy & Business Unit and the Community Development Facilitator for the Arts Strategy Implementation have reviewed current systems and structures, in consultation with a working group comprising Council's Community, Greenspace and Strategy and Business staff.
- 3.3. The relationships reviewed were between Council and:

3.3.1. Waimakariri Art Collection Trust (Art Collection Trust)

<u>Formed</u>: 1995, Charitable Trust, Council are Settlor to the Deed Current trustees: Kathy Anderson (Chair), Miranda Hales, Michael Michaels, Cr Al Blackie.

Purpose:

- Establish and maintain a collection of artworks of merit relating to North Canterbury area for the purposes of education and public appreciation.
- Maintain database of artworks and their locations.
- Organise regular valuations of artwork.

The art collection is displayed in council foyers and public libraries.

3.3.2. Waimakariri Community Arts Council (Arts Council)

<u>Formed</u>: 1988 (originally Ashley Community Arts Council), independent incorporated society with 15 members.

Purpose: Manages Chamber Gallery exhibition and recital programme and Art on the Quay.

3.3.3. Waimakariri Public Arts Trust (Public Arts Trust)

Formed: 2020, Council Controlled Organisation, Charitable Trust

<u>Current trustees</u>: Wilson Henderson (Chair), Dael Foy, Win Stringer, Sandra James, Jackie Watson, Laura Good, Cr Al Blackie.

<u>Purpose</u>: Oversees the process to select and install public art, promotion and education of public art in the district.

Public art includes sculptures and murals in external sites such as parks and town centres.

4. ISSUES AND OPTIONS

- 4.1. Through the review of these three groups, it became apparent that some of the processes were not working as well as they could be and there was an unnecessary burden of paperwork and project management on volunteer trustees/committee members.
- 4.2. The strengthening of the structural process and relationships with these three organisations is a key starting point to implementing the objectives of the Ngā Toi o Waimakariri District Arts Strategy. There are a number of proposed changes which would lead to a more structured and manageable approach across the board.

4.3. Waimakariri Art Collection Trust

Since its inception, the Waimakariri Art Collection Trust has been responsible for the purchase and display of over 70 significant pieces of local art that have enhanced Council-owned buildings across the district. However, in recent years questions have been raised about the relevancy of its current structure.

The following issues have been identified by staff and trustees, alike:

- 4.3.1. The original 1995 Trust deed is still in place, but processes of the Trust have changed. The Trust deed would need to be updated to reflect the current situation e.g. schools are no longer involved in trustee nomination process.
- 4.3.2. Annual cost to audit accounts was a significant cost to Council. However, Council could choose to remove the audit if the Trust continued to exist. This would also require a change in the Trust Deed.
- 4.3.3. The artworks are listed as assets in the Trust financial statements to the value of \$192,055. However, some of the same artworks are also listed in the Council asset register. Additionally, Council pays the insurance on artworks owned by the Art Collection Trust, which are either in storage or displayed in Council buildings.
- 4.3.4. Volunteers have given many years of service to the guardianship of the collection. However, as years have passed and some volunteers have stepped down, gaps in process have emerged. These include accurate record keeping, details of storage or display location and that valuations have not always been kept current.
- 4.3.5. In the last few years, the administrative burdens of managing a trust (such as Charity Service reports) have outweighed the activities to achieve the purposes of the Trust. There have been very few new pieces purchased, or existing pieces sold. Furthermore, the Trust has no programme in place to rotate or refresh artwork displays on a regular basis.
- 4.4. The Art Collection Trust has been consulted and are happy with the proposed changes as a sensible rationalisation, given that three Art Collection Trust trustees are already members on the Arts Council and a fourth member has agreed to become an Arts Council member.

4.5. Waimakariri Community Arts Council (Arts Council)

The following issue was identified:

- 4.5.1. While the Arts Council deliver a range of quality, exhibitions, concerts and events across the Chamber Gallery, in Rangiora and Art on the Quay in Kaiapoi, there is no current Memorandum of Understanding between the Arts Council and Waimakariri District Council to confirm operating arrangements. This has meant that there are no guidelines to determine the suitability of displays in Council facilities frequented by the general public.
- 4.6. The following are proposed changes for both **Waimakariri Art Collection Trust** and **Waimakariri Community Arts Council**:

- 4.6.1. Transfer of assets (artworks and cash) from the Art Collection Trust to Council, as allowed for in the Trust Deed with funds tagged for future art purchases. The Deed stipulates that transfer of the assets is to be made to Council upon dissolution of the Trust. The value of the artworks from the 2023/24 Annual Report is \$192,055. Balance of cash available as of 30 June 2025 is \$19.475.
- 4.6.2. Art Collection Trust trustees dissolve the Trust and notify Companies Office and Charities Services.
- 4.6.3. With the dissolution of the Art Collections Trust and the vesting of its assets to Waimakariri District Council, the Arts Council will form a new Acquisitions Committee continuing the existing requirement of one Council representative as per the original Art Collection's Trust deed. As detailed in 4.4 above, three Art Collection Trust trustees are already members on the Arts Council and a fourth member has agreed to become an Arts Council member.
 - The new Acquisitions sub-committee would not hold any cash or assets, these would be held and managed by Council. The Sub-Committee's purpose is to manage the artwork collection display and request the purchase of new artworks to add to the collection as funds allow.
- 4.6.4. Given the Incorporated Society status of the Arts Council, the planned new arrangement will ensure that external funding can still be acquired for the purchase of new artworks and any associated costs.
- 4.6.5. A Memorandum of Understanding will be developed between Council and the Waimakariri Community Arts Council detailing the Arts Council's role extended role, including acquisition and curation of Council-owned art, and ongoing coordination and curation of recitals, exhibitions and events at Chamber Gallery and Art of the Quay.
- 4.6.6. Currently the Art Collection Trust receives a commission payment from Arts Council Chamber Gallery exhibition artwork sales. This is used towards acquisition of new pieces for the art collection. This was a quid pro quo agreement made in 1997 to enable commercial sales in the gallery in exchange for no rent of the facility. Continuation of this arrangement would allow for future acquisition of artwork by Council.
- 4.6.7. Both the Art Collection Trust and Arts Council have been consulted and support the proposed changes. Operating the Acquisitions Committee under the Arts Council umbrella would affect little practical change in terms of artwork acquisition, however trustees will be relieved of the paperwork required around the trust and charities status.
- 4.7. With respect to the suggested change detailed in 4.6, above, there are two options for decision:
 - 4.7.1. Option One: Approve the vesting of the artworks and cash assets of Waimakariri Art Collection Trust to the Council.
 - This is the preferred option, as it allows improved asset management of the artwork and clarifies ownership of the local art collection. It also creates an opportunity to establish a new Acquisitions sub-committee, using the expertise of the Community Arts Council
 - 4.7.2. Option Two: Request the Waimakariri Art Collection Trust continue curating the art collection. This is not a preferred option as it would require:
 - a variation to the Trust deed,
 - another report to Audit & Risk Committee to request removing the requirement to an annual audit,
 - continue to create unnecessary liability and administrative burden on a small number of volunteers (most of whom serve on several other art organisations)
 - leave the ownership and management of the artwork with a Trust that is not operating effectively.

4.8. Waimakariri Public Arts Trust

Since its inception in 2020, Waimakariri Public Arts Trust has undertaken a range of successful acquisition projects for significant public art installations in the Waimakariri District.

These have included some prominent local sculptures such as pictured below.



While the Trust have had these many successes, the following current operational issues have been identified:

- 4.8.1. Trustees feel overwhelmed with the level of expected project management and associated paperwork. Some trustees have resigned because they thought it would be more of an arts advisory role, not project management.
- 4.8.2. Some projects have been poorly managed due to unrealistic expectations of trustee project management skills and their volunteer time. Trustees have been appointed because of their knowledge of the arts sector and did not expect that they would be absorbed so fully in what they believe to be council processes.
- 4.8.3. The Public Arts Trust was set-up based on a model used by the Queenstown Lakes District Council (QLDC). Their trust continues to operate as it was originally set-up but has strong support from a full-time QLDC staff member providing meeting support, project management and funding applications. This works well in that it has allowed volunteer trustees sufficient time to focus on artwork selection and strategic planning.
- 4.8.4. When the Public Arts Trust was established in 2020, no Council staff member was specifically tasked to support WPAT. This function is currently absorbed by the 0.5 FTE Arts Facilitator role.
- 4.8.5. Over the past year, significant work has been done by staff to refine, clarify and document processes, roles and responsibilities. However, it has become apparent that there are still variations and exceptions to the process dependent on the design, scale and site of the artwork. This has caused confusion, and it has become apparent that a review is necessary to further refine these.
- 4.8.6. An important consideration is that, as a Council Controlled Organisation, there is a need to improve record keeping. Staff are working on processes to address this.

- 4.8.7. Another gap is that there is a need for more widespread promotion of opportunities to submit proposals. This would create opportunities for a wider range of artists, to submit to a potential project, rather than 'shoulder-tap' style expressions of interest as has sometimes been the practice.
- 4.9. The following changes are proposed for the **Waimakariri Public Arts Trust** acquisition process for public art:
 - 4.9.1. A new formal application process is established with proposals coming direct to Council. These may come from Waimakariri Public Arts Trust, other arts organisations, directly to Council through the website or by a proposed donation/gift.
 - 4.9.2. Submissions are first appraised internally by appropriate Council units against Art in Public Places criteria. Then sent to Waimakariri Public Arts Trust trustees for their expert advice on proposed artwork.
 - 4.9.3. If agreed to proceed, at this stage the appropriate Community Board would be informed to a potential project. A formal project management process working alongside the trustees would follow involving a full brief and a recently introduced artist's agreement. The process would include clear decision points, budget and timelines.
 - 4.9.4. Asset management records will be developed for each artwork including maintenance plans and decommissioning instructions.
 - 4.9.5. As detailed in 4.8.5, above significant work has been done by staff to refine, clarify and document processes, roles and responsibilities. However, it has become apparent that there are still variations and exceptions to the process dependent on the design, scale and site of the artwork. Therefore, further review will be undertaken by staff.
 - 4.9.6. Enabling the trustees more time to strategically plan would lead them to focus on promotion and education and identify areas where public artwork installations could enhance.
- 4.10. Waimakariri Public Arts Trust trustees have been presented with the proposed changes to the process and are supportive of the recommendations. They are happy for the increased support in terms of project management, giving them more time to focus on strategic planning and public art acquisition.

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report.

An efficient system to maintain and refresh Council artworks would mean more people able to appreciate the artworks. Additionally, a better-managed Public Arts submission process could mean the opportunity for more public artwork installations widely spread throughout the district.

Art in public places contributes to the cultural wellbeing of the community. Art creates a sense of place and reflects our history and culture in a unique way. Public art works create conversation and reflection amongst the community and contribute to the diversity of our public spaces.

4.11. The Management Team has reviewed this report and support the recommendations.

5. **COMMUNITY VIEWS**

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are not likely to be affected by, or have an interest in the subject matter of this report.

5.2. Groups and Organisations

There are groups and organisations likely to be affected by, or to have an interest in the subject matter of this report.

- Waimakariri Art Collection Trust
- Waimakariri Community Arts Council
- Waimakariri Public Arts Trust.

These groups have codesigned the recommendations presented in this report and agree that this an appropriate way forward for more efficient and effective management of the local arts.

5.3. Wider Community

The wider community is likely to be affected by, or to have an interest in the subject matter of this report. The public may be interested in the proposed new public art submission process which will clearly outline the way they submit ideas to Council or Public Arts Trust for consideration.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

There are financial implications of the decisions sought by this report.

The value of the artworks currently owned by the Art Collection Trust and to be transferred to Council is \$192,055 (ref: 2023/24 Annual Report). These are currently insured by Council but other than a few exceptions, not held as Council assets.

The Trust currently holds \$19,475 in cash assets. This would need to be transferred to Council and tagged for future artwork acquisitions. It is important to note that, generally, public art across the district is already owned by Council.

6.2. Sustainability and Climate Change Impacts

The recommendations in this report do not have sustainability and/or climate change impacts.

6.3 Risk Management

There are risks arising from the adoption/implantation of the recommendations in this report.

- There is a risk that Council may not be adequately resourced to cope with a significant amount of public art installation submissions. However, this could be managed through restricting the number of possible installations each year.
- There is a risk that there are some artworks in the collection that Council will not wish to
 continue to own, as they may not be suitable for public display. In such cases these works
 may be sold with the funds tagged for future artwork acquisitions, in consultation with the
 new Acquisitions sub-committee of the Community Arts Council.

6.3 **Health and Safety**

There are no health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

7.2.1. **Waimakariri Art Collection Trust** – Charitable Trust, Council is settlor to the Deed. The Deed notes the following clause:

On the winding up of the Trust or on its dissolution by the Registrar, all surplus assts after the payment of costs, debts and liabilities shall be given to the Waimakariri District Council or shall be disposed of in accordance with the directions of the High Court pursuant to section 27 of the Charitable Trust Act 1957.

The Deed is an old one and has no other detail around the dissolution of the Trust. This report seeks approval for the Council to receive the cash and assets of the Trust. The intention then would be for Council staff and legal representatives to work alongside trustees to dissolve the Trust.

7.2.2. **Waimakariri Community Arts Council** – an independent Incorporated Society with 15 members which has its own Constitution (currently being updated to comply with the new Act). The Constitution grants right of membership to Waimakariri District Council appointing an elected member.

The main purpose of the Society is to encourage, promote and support arts within the Waimakariri District. Their Objects include some flexibility as follows:

- to undertake any other activities as the Waimakariri Community Arts Council determines for the benefit of the arts in the Waimakariri District.
- 7.2.3. There is nothing in the Community Arts Council Constitution or Objects of the Society which would prevent them establishing a new Acquisitions Committee to operate as outlined in 4.6.3.
- 7.2.4. **Waimakariri Public Arts Trust** charitable trust and CCO. The proposed changes to the management of public art acquisition would not affect their Trust Deed. All other changes proposed in this report for the Waimakariri Public Arts Trust are operational / process changes.
- 7.2.5. Local Government Act.

7.3. Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

Cultural

- Public spaces express our cultural identities and help to foster an inclusive society.
- The distinctive character of our takiwā / district, arts and heritage are preserved and enhanced.
- Waimakariri's diversity is freely expressed, respected and valued.
- There is an environment that supports creativity and innovation for all.

Social

- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.

7.4. Authorising Delegations

The Community & Recreation Committee has delegated authority to approve the recommendations in this report.

DATED 5th Deptart

1995

BETWEEN

WAIMAKARIRI DISTRICT COUNCIL

("the settlor") of the first part

AND

JUDY McINTOSH WILSON of Waikuku, Artist

DAVID LINDSAY AYERS of Rangiora, Teacher

KATHRYN LOUISE ANDERSON of Leithfield, Art Teacher

("the trustees") of the second part

DEED OF TRUST - WAIMAKARIRI ART COLLECTION TRUST

HELMORE BOWRON AND SCOTT

SOLICITORS

PO BOX 44

RANGIORA

FACSIMILE: (03) 313 4383

TELEPHONE NO: (03) 313 8313

KG HALES

THIS DEED is made the & day of Deplete 1995

BETWEEN WAIMAKARIRI DISTRICT COUNCIL ("the settlor") of the first part

AND JUDY MCINTOSH WILSON of Waikuku, Artist

DAVID LINDSAY AYERS of Rangiora, Teacher and

KATHRYN LOUISE ANDERSON of Leithfield, Art Teacher ("the trustees") of the second part

BACKGROUND

- A The parties to this deed wish to establish a charitable trust ("the trust") for the purposes described in clause 3 of this deed.
- B The parties to this deed have been appointed by nomination as follows:

JUDY McINTOSH WILSON of Waikuku, Artist, by the Waimakariri Community Arts Council

<u>DAVID LINDSAY AYERS</u> of Rangiora, Teacher, by the Waimakariri District Council and

<u>KATHRYN LOUISE ANDERSON</u> of Leithfield, Art Teacher, by a committee comprising the Principals of Rangiora High School, Kaiapoi High School and Oxford Area School

C They have agreed to enter into this deed specifying the purposes of the trust and providing for its control and government.

OPERATIVE PART

1. NAME

The name of the trust shall be the "WAIMAKARIRI ART COLLECTION TRUST".

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2. OFFICE

The office of the trust shall be such place in the Waimakariri District as the Board of Trustees may from time to time determine.

3. PURPOSES

The purposes of the trust are:

- (a) To establish and maintain a collection of artworks of merit that have an association with the North Canterbury area for the purposes of education use and public appreciation;
- (b) To acquire artworks of merit either by gift, bequest or purchase in accordance with a selection policy as determined by the trustees from time to time;
- (c) To provide such education programmes and displays as the trustees or the administrative committee determine from time to time for the purposes of satisfying (a) above;
- (d) To undertake any other objects of a similar nature as may be decided by the trustees from time to time.

4. MEMBERS OF THE BOARD

- 4.1 Number of Board. The Board of Trustees ("the Board") shall consist of not less than three (3) members and a lesser number of trustees may act only to increase the number of trustees up to the minimum. The initial members of the Board shall be the signatories to this deed.
- 4.2 <u>Term of Board</u>. Unless otherwise specified in this deed each member of the Board shall hold office for a term of three years or until:

- (a) She or he dies or is declared bankrupt.
- (b) Is convicted of an indictable offence.
- (c) Or is found to be of unsound mind, or shall have any order made in respect of him or her under the Protection of Personal Property Rights Act 1988.
- (d) She or he is absent from New Zealand for a period exceeding 6 months without the leave of the Board.
- (e) Indicates in writing that she or he wishes to resign from the Board.

Any retiring member of the Board shall be eligible for reappointment .

- 4.3 Appointment of New Trustees. The filling of vacancies on the Board shall be carried out in the case of retirement or replacement of the members of the Board appointed by nominating parties, by appointment by the same nominating parties; with the proviso that at least one of the nominees shall reside within the Waimakariri District Council boundaries.
- 4.4 <u>Termination of Trusteeship</u>. The Board may, by a motion decided by a majority of votes, terminate a member's membership of the Board if it believes that such action is in the best interest of the trust.
- 4.5 Name of the Board. The name of the Board shall be the "WAIMAKARIRI ART COLLECTION TRUST BOARD"

5. POWERS

5.1 <u>General and Specific Powers</u>. In addition to the powers implied by the general law of New Zealand or contained

in the Trustee Act 1956, the powers which the Board may exercise in order to carry out its charitable purposes are as follows:

- (a) To use the fund of the trust as the Board thinks necessary or proper in payment of the costs and expenses of the trust, including the employment or appointment of a secretary/treasurer, (who shall also act as secretary/treasurer to the administrative committee) or of professional advisers, agents, officers and staff as appears necessary or expedient; and
- (b) To purchase, take on lease or in exchange or hire or otherwise acquire any land or personal property and any rights or privileges which the Board thinks necessary or expedient for the purpose of attaining the objects of the trust and to sell, exchange, bail or lease, with or without option to purchase, or in any manner dispose of any such property, rights or privileges as aforesaid; and
- (c) To carry on any business; and
- (d) To invest surplus funds in any way permitted by law for the investment of trust funds and upon such terms as the Board thinks fit; and
- (e) To borrow or raise money from time to time with or without security and upon such terms as to priority or otherwise as the Board thinks fit; and
- (f) To do all things as may from time to time appear necessary or desirable to enable the Board to give effect to and to attain the charitable purposes of the trust.

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- (g) To appoint an administrative committee for the purposes of conducting the day to day business of the Trust as follows:
 - (i) Up to 3 persons to be appointed by the Waimakariri Community Arts Council;
 - (ii) Up to 3 persons to be appointed by the Waimakariri District Council;
 - (iii) The Heads of the Art Departments of Rangiora High School, Kaiapoi High School and Oxford Area School or their nominees

<u>PROVIDED HOWEVER</u> that a lesser number of persons may be appointed by any of the bodies or persons named above;

- (iv) Four members of the administrative committee shall be deemed to constitute a quorum;
- (v) A trustee shall not by virtue of his or her trusteeship be precluded from being a committee member;
- (vi) All decisions of the Administrative Committee shall be approved by the Board of Trustees prior to implementation other than minor matters of a secretarial or administrative nature.
- 5.2 <u>Employment</u>. Under rule 5.1(a) the Board may employ as agents, officers and staff persons who are members of the Board.
- 5.3 A bank account shall be opened in the name of the trust and all cheques and withdrawals shall be signed by two (2) signatories being a trustee and the chairperson of the Administrative Committee.
- 5.4 <u>Income Tax Act 1976.</u> No member of the board or any person associated with a member of the Board shall participate in or materially influence any decision

made by the Board in respect of payment to or on behalf of that member or person of any income of any of the kinds referred in the Income Tax Act 1994. Any such income paid shall be reasonable and relative to that which would have been paid in an arms length transaction.

6. PROCEEDINGS OF THE BOARD

- 6.1 Meetings. The Board shall meet at such times and places, as it determines provided meetings shall be held at least once per annum. The Board shall elect a chairperson from amongst its members at its first meeting and at every subsequent annual general meeting. An annual meeting open to the public shall be held once in every year with the meeting no later than 31st July in each year.
- 6.2 Chairperson. The chairperson shall preside at all meetings of the Board at which she or he is present. In the absence of the chairperson from any meeting, the members present shall appoint one of their number to preside at that meeting.
- 7.2 Audit. The Board shall as soon as practicable after the end of every financial year of the Board being 30 June in every year, cause the accounts of the Board for that financial year to be audited by an accountant appointed for that purpose and approved by the Board and the audited accounts shall be made available to the public.

8. POWER TO DELEGATE.

8.1 <u>Power to Delegate</u>. The Board may from time to time appoint any committee and may delegate any of its powers and duties to any such committee or to any

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person, and the committee or person, as the case may be may without confirmation by the Board exercise or perform the delegated powers or duties in like manner and with the same effect as the Board could itself have exercised or performed them.

- 8.2 <u>Delegate Bound</u>. Any committee or person to whom the Board has delegated power or duties shall be bound by the charitable terms of the trust.
- 8.3 <u>Delegation Revocable</u>. Every such delegation shall be revocable at will, and no such delegation shall prevent the exericse of any power or the performance of any duty by the Board.
- 8.4 <u>Delegate Need Not Be a Trustee</u>. It shall not be necessary that any person who is appointed to be a member of any such committee, or to whom any such delegation is made, be a member of the Board.

9. <u>COMMON SEAL</u>

The Board shall have a Common Seal which shall be kept in the custody of the Secretary, or such other officer as shall be appointed by the Board and shall be used only as directed by the Board. It shall be affixed to documents only in the presence of and accompanied by the signature of two members of the Board.

10. ALTERATIONS OF RULES

The Board may by consensus or pursuant to a motion decided by a two thirds majority of votes, by supplemental deed make alterations or additions to the terms and provisions of this deed provided that no such alteration or addition shall: 197

- (a) Take effect unless it is confirmed in writing by the Waimakariri District Council and the Waimakariri Community Arts Council and a majority of the Principals of Rangiora High School, Kaiapoi High School and Oxford Area School;
- (b) Detract from the exclusively charitable nature of the trust or result in the distribution of its assets on winding up or dissolution for any purpose that is not exclusively charitable; or
- (c) Be made to rule 5.3 unless it is first approved in writing by the Department of Inland Revenue.

11. DISPOSITON OF SURPLUS ASSETS

On the winding up of the Trust or on its dissolution by the Registrar, all surplus assets after the payment of costs, debts and liabilities shall be given to the Waimakariri District Council or shall be disposed of in accordance with the directions of the High Court pursuant to section 27 of the Charitable Trusts Act 1957.

12. INCORPORATION

The Board is empowered to incorporate as a Board under the provison of the Charitable Trusts Act 1957 under the name _ "WAIMAKARIRI ART COLLECTION TRUST".

13. INDEMNITY

The Board members, secretary, treasurer and other officers if any shall be indemnified by the Trust from and against all losses and expenses incurred by them in or about the discharge of their respective duties. No Board member shall be liable for any loss provided that the same does

not arise from his or her own wilful default or personal dishonesty.

SIGNED by the said JUDY McINTOSH WILSON in the presence of: Judy Me Jukosh Wutsow
Between Engineer
Rangin

<u>SIGNED</u> by the said <u>DAVID LINDSAY AYERS</u> in the presence of:

Beties Engine

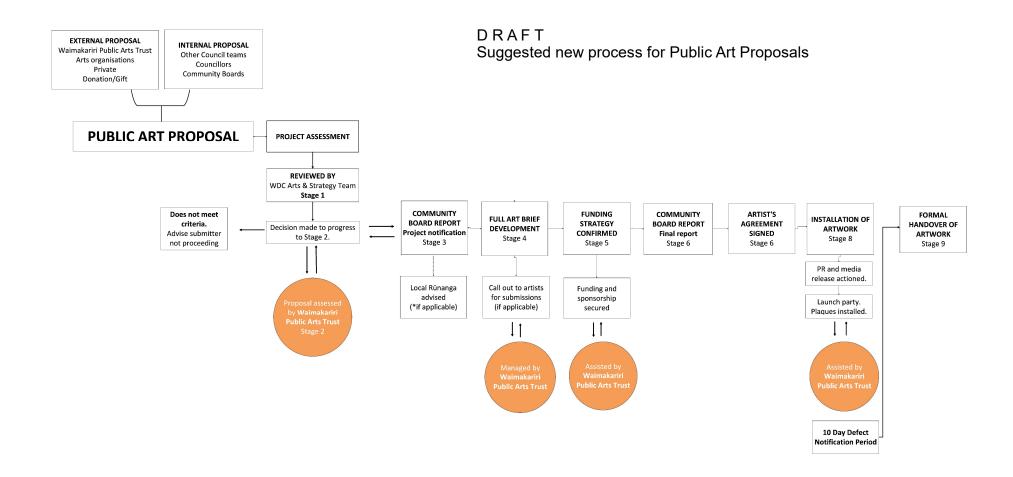
<u>SIGNED</u> by the said <u>KATHRYN LOUISE ANDERSON</u> in the presence of:

Batouk. Retire Engineer Banjion

THE COMMON SEAL of the WAIMAKARIRI DISTRICT
COUNCIL was hereunto affixed in the presence of:



JC Suur



WAIMAKARIRI DISTRICT COUNCIL

REPORT FOR INFORMATION

FILE NO and TRIM NO: CMS-03-11-01 / 250815151165

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 16 September 2025

AUTHOR(S): Lexie Mealings – Graduate Policy Analyst

Lauren Tilley - Youth Development Facilitator

SUBJECT: Analysis of Youth Action Plan Early Engagement Responses

ENDORSED BY:

(for Reports to Council, Committees or Boards)

General Manager Chief Executive

1. SUMMARY

- **1.1.** The purpose of this report is to provide the Community and Recreation Committee with the analysis of the responses to the Youth Action Plan early engagement survey, as well as the qualitative feedback received during the engagement period.
- **1.2.** The target audience for this engagement was local youth, defined as those living in the Waimakariri District, aged between 12 and 24 years old. This is consistent with the definition of 'youth' provided by the Ministry for Youth Development
- **1.3.** The Youth Action Plan project is overseen by a Project Control Group, comprised of the Community Development and Wellbeing portfolio holder, General Manager of Community and Recreation, Community Team Manager, Policy and Corporate Planning Team Leader, Youth Development Facilitator and Graduate Policy Analyst.
- **1.4.** The early engagement period was active from 18 May 2025 until 13 July 2025. The purpose of this early engagement was to ask our young people about their needs and aspirations, issues they've been experiencing in the District, and the things that mattered the most to them.
- **1.5.** The main methods used by staff to collect this information were a survey run on the Council's 'Let's Talk platform', flexible in-person engagement events, advisory group meetings, workshops, and conversations.
- **1.6.** The early engagement process for this project was incredibly successful, with 1112 young people engaging with Council through the survey, as well as participating in workshops. This accounts for 11.63 percent of the Waimakariri District's youth population.
- **1.7.** The information collected during this early engagement process will be used to inform the development a 2026-29 Youth Action Plan.

Attachments:

- Youth Action Plan Early Engagement Data Analysis document (250822155814)
- ii. Youth Action Plan Early Engagement Survey Questions (250618110933)

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) Receives Report No. 250815151165
- (b) **Receives** the Youth Action Plan Early Engagement Analysis document (Attachment i 250822155814)
- (c) **Notes** that the analysis contained in attachment i (250822155814) will directly inform the development of a draft Youth Action Plan
- (d) **Notes** that attachment ii (250618110933) contains the survey questions that were answered by local young people to inform the analysis contained in this report.
- (e) **Notes** that staff will now proceed with the development of a draft Youth Action Plan, in line with the project timeline indicated previously to the Committee
- (f) **Circulates** this report and attachments to Community Boards for information.

3. BACKGROUND

- **3.1.** The Youth Action Plan project builds on the Council's 2018 Youth Strategy. The first iteration of the Youth Strategy was adopted by Council in 2010. This was refreshed in 2018 after a review.
- **3.2.** The significant social and demographic changes our young people have experienced since the 2018 review has led to Council staff reviewing the Strategy earlier than expected.
- **3.3.** These social changes include, but are not limited to, the impact of a global pandemic, overrepresentation of Waimakariri youth in local mental health statistics, changing education and employment environments, the continuing emergence of technological advancements, climate change and an aging population focus.
- 3.4. In terms of demographic changes, the Youth Strategy 2018 was modelled on Census data from 2013 which showed that the Waimakariri youth population at that time was 7923 people. Between 2013 and 2018, there was a 14.95% increase in the district's youth population. There was another 4.9% increase between 2018 and 2023 amounting to a total of 9555 youth (14.42% of the district's population) living in the district.
- **3.5.** The Youth Action Plan will receive its overarching strategic direction from the recently refreshed Community Development Strategy, ensuring alignment and consistency. The Youth Action Plan aims to more effectively support local youth by setting out objectives and projects that are flexible enough to target their changing needs and priorities over the three-year period from 2026-29.
- 3.6. Alongside the Youth Action Plan Advisory Group, it was decided that a survey, run in conjunction with in-person events and social media engagement would be the most effective way to undertake this process. This occurred between the 18th of May and the 13th of July 2025.
- **3.7.** The mixed methods used for this engagement ensured a large response from local rangatahi, with 1112 having their say across all collection methods. These responses form the basis for this report and are discussed further in the following section.

4. ISSUES AND OPTIONS

- **4.1.** The responses received from the Youth Action Plan early engagement survey have been analysed in a few different ways. An overall analysis provided an understanding of how the respondents collectively engaged on these topics. This was then broken down by:
 - Age group (12- to 13-year-olds, 14- to 17-year-olds, 18- to 20-year-olds and 21to 24-year-olds)
 - · The gender they identified as
 - Ethnic group
 - Locality within the District the respondent resided in
- **4.2.** This approach enabled a better understanding of the issues and challenges most important for different groups within the youth community in Waimakariri, recognising that perception may differ depending on a number of factors which shape that young person's worldview.
- **4.3.** For a full breakdown of the quantitative and qualitative data received through the early engagement process, please see Attachment i (250822155814) of this report.
- **4.4.** The following section of this report will provide some high-level statements for each topic, derived from the data analysis, which convey the main messages that came through for each theme.

4.4.1. Sports and Physical Activity

- A range of different sports and physical activities are very important to the majority of our survey respondents, particularly team sports
- The majority of survey respondents feel somewhat satisfied with sport and physical activity opportunities in the District
- Although most survey respondents stated there is nothing that stops them from
 participating in these activities, there were still many young people who stated this
 as a challenge, with cost being the most prevalent barrier

4.4.2. Hobbies and Recreational Activity

- The majority of survey respondents noted they are able to do the hobbies and recreational activities they enjoy within the Waimakariri District, although others noted they sometimes have to travel to neighbouring districts
- Survey respondents valued being able to hang out with their friends and family in their spare time, with some stating this was what they 'most liked' doing for fun

4.4.3. Wellbeing

- For the most part, survey respondents indicated that they feel accepted and included by their peers
- The vast majority of respondents answered that they think addiction affects young people in their community, with vaping coming through as the most prevalent addiction issue
- Qualitative responses to this section of the survey indicated that our young people
 want to engage in conversations regarding wellbeing, and have a wealth of
 knowledge regarding how these issues should best be addressed

4.4.4. Mental Health

- Mental health is seen as very important for the majority of our survey respondents, with the vast majority indicating that they think mental health is something Waimakariri young people are struggling with
- Most of our survey respondents answered that they know how to access help for mental health struggles
- Of those who encounter issues accessing mental health services, cost was seen as the biggest barrier

4.4.5. Natural Environment

- The natural environment is important to the majority of our survey respondents
- The majority of survey respondents also stated that environmental issues worry them
- A large majority of survey respondents think it is very important for our community in Waimakariri to be protecting our environment

4.4.6. Physical Health

- Physical health is very important to the majority of our survey respondents
- The vast majority of respondents know how to access health services in Waimakariri
- Most respondents answered that there is nothing stopping them accessing health services within the District
- Of those who indicated there were things preventing them from accessing health services, cost of services was the most prevalent barrier

4.4.7. Culture

- Culture was noted as being somewhat important for the majority of survey respondents
- In terms of individual identity, culture was noted as being somewhat important for the majority of our survey respondents
- The majority of respondents indicated that their community helps them to feel accepted and supported in being themselves
- Most respondents noted that living in a community that includes people of multiple cultures is important to them

4.4.8. Employment

- Survey respondents noted there are a range of barriers they experience when it
 comes to finding employment in Waimakariri as a young person. The most
 prevalent barriers were lack of available jobs and lack of experience
- The young people who took part in this survey expressed the most interest in service industry jobs and social/community service roles, both of which they wished provided more work opportunities in Waimakariri

4.4.9. Transport

- Survey respondents indicated that their most commonly used mode of transport is car, followed by walking
- Responses about use of public transport were mixed, however, the majority of respondents noted that they do not use it often
- The majority of respondents indicated that they are somewhat satisfied with public transportation within their community. The most common answer regarding how they could be encouraged to use this service was better travel routes available near where they live
- For the most part, survey respondents noted that they feel somewhat safe when using public transport or walking/cycling within the Waimakariri District

4.4.10. Public Spaces

- The majority of survey respondents described public spaces as being somewhat important to them
- The most commonly enjoyed types of public spaces in Waimakariri were parks/outdoor spaces and beaches
- Having places to hang out and accessible bathrooms were stated as most important for young people in public spaces
- The majority of respondents indicated that they feel somewhat safe when using public spaces in the Waimakariri District

4.5. Next steps

- 4.5.1. This report and its attachment provide an overview of what local young people told us through their participation in the early engagement process for this project. This information will directly inform the drafting of a 2026-2029 Youth Action Plan.
- 4.5.2. The following table is intended to provide an indication of what the next steps will be for this project:

September 2025	October 2025	November 2025	December 2025 (TBC)	February 2026 (TBC)
Finish data analysis Facilitate stakeholder data sharing event Begin drafting Youth Action Plan	Continue working on draft Youth Action Plan document	Finalise draft Youth Action Plan Present draft Youth Action Plan to Management Team	Request approval to consult on draft Youth Action Plan in early 2026	Formal consultation on draft Youth Action Plan

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report.

By giving local young people the opportunity to have their voices heard on the matters which affect them, Council has provided an opportunity for communities to be aware of and accommodate the unique needs of our rangatahi.

The use of a comprehensive and empowering pre-engagement process has helped to ensure the diverse needs of youth have been identified and enabled them to have a voice. The process has also promoted better connections between youth, their community, and local government.

One of the aims of the Youth Action Plan project is to continue to develop the District in a way that enables youth to thrive. This includes having a sense of belonging and access to the things that matter to them. This will help to encourage youth to view this district as a home they want to remain in long-term.

4.6. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are likely to be affected by or have an interest in the subject matter of this report.

Staff presented to the Te Ngāi Tūāhuriri Rūnanga Inc. and Waimakariri District Council joint representatives meeting on the 4 December 2024, and interest was expressed in this project at the time. Opportunities for involvement will continue to be provided as the project proceeds. Staff welcome input from mana whenua at any stage of this project, and as they see appropriate.

5.2. Groups and Organisations

There are groups and organisations likely to be affected by, or to have an interest in the subject matter of this report.

A number of groups and organisations have been identified as key stakeholders to the project, and many of these played an active part in promoting the early engagement process. Staff held an event on 10 September 2025 to circulate the results of the early engagement to these stakeholders in order to 'close the loop' on the engagement and explore options for collaboration on the Youth Action Plan.

5.3. Wider Community

The wider community is likely to be affected by, or to have an interest in the subject matter of this report.

Once developed, the draft Youth Action Plan will be subject to general public consultation, where members of the wider community will be invited to provide their feedback, alongside local rangatahi.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

There are no financial implications for the decisions sought by this report.

The Youth Action Plan project is being delivered as a collaboration between the Community Team and Strategy and Business Unit.

Staff resource is factored into the annual work programmes of both the Community Team and Strategy and Business Unit as an operational expense.

There is a modest operational budget within the Community Team's Youth Development budget, as approved in the Long Term Plan, to cover costs associated with the review of the Youth Strategy and the development of a Youth Action Plan.

The Community Team continues to seek external funding to support the implementation of community-related strategies.

6.2. Sustainability and Climate Change Impacts

The recommendations in this report do not have sustainability and/or climate change impacts.

6.3 Risk Management

There are no risks arising from the adoption/implementation of the recommendations in this report.

6.3 Health and Safety

There are no health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

Local Government Act 2002

7.3. Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report. In particular, the following are most applicable to this report and the content it deals with:

- 7.3.1. Social: A place where everyone can have a sense of belonging.
 - The social community outcomes are all relevant to this report and the actions that are likely to arise from its approval.
- 7.3.2. **Cultural**: A place where our people are enabled to thrive and give creative expression to their identity and heritage.
 - Public spaces express our cultural identities and help to foster an inclusive society.
 - Members of our community are able to engage in arts, culture and heritage events and activities as participants, consumers, creators or providers.
 - Waimakariri's diversity is freely expressed, respected and valued.
- 7.3.3. **Environmental**: A place that values and restores our environment.
 - People are supported to participate in improving the health and sustainability of our environment.
 - Land use is sustainable; biodiversity is protected and restored.
 - Our district is resilient and able to quickly respond to and recover from natural disasters and the effects of climate change.
 - Our district transitions towards a reduced carbon and waste district.
 - The natural and built environment in which people live is clean, healthy and
 - Our communities are able to access and enjoy natural areas and public spaces.
- 7.3.4. **Economic**: A place that is supported by a resilient and innovative economy.
 - There is access to meaningful, rewarding and safe employment within the district.
 - Our district recognises the value of both paid and unpaid work.

7.4. Authorising Delegations

The Community and Recreation Community has delegated authority on the development of the Youth Action Plan.

The Council will make the final decision on the Youth Action Plan.

Youth Action Plan Early Engagement Data Analysis

Between the 18th of May and the 13th of July 2025, staff from the Waimakariri District Council set out to engage with our local young people to better understand what challenges and issues are most significant to them at present. This engagement was incredibly successful with 1112 12-to-24-year-olds engaging with Council during this time period, accounting for 11.63 percent of the District's youth population.

One of the aims of this engagement was to ensure that we heard from a diverse range of young people from right across the District. The data analysis contained in this document shows that this has been achieved. This was important because these responses will inform the drafting of a Youth Action Plan for the District, which needs to be relevant and fit for purpose for all of our young people.

This engagement was undertaken through the promotion of an online survey run on Council's 'Let's Talk' platform, as well as flexible in-person engagement events, advisory group meetings, workshops, and general conversations.

Main messages

- Waimakariri youth want to engage with their Council when it comes to topics of significance to them, and they appreciate the opportunity to make their voices heard
- Waimakariri youth care about the collective social, economic, cultural, and environmental wellbeing of their peers and their communities
- Waimakariri youth show interest in a range of different topics and issues, from sports and physical activity to roading and transport, when engaged with in a meaningful way that meets them where they are
- Waimakariri youth have different experiences based on their location within the District, most notably when it comes to urban verses rural localities
- Waimakariri youth are particularly concerned with mental health and wellbeing, indicating that these are topics our young people may need more support with

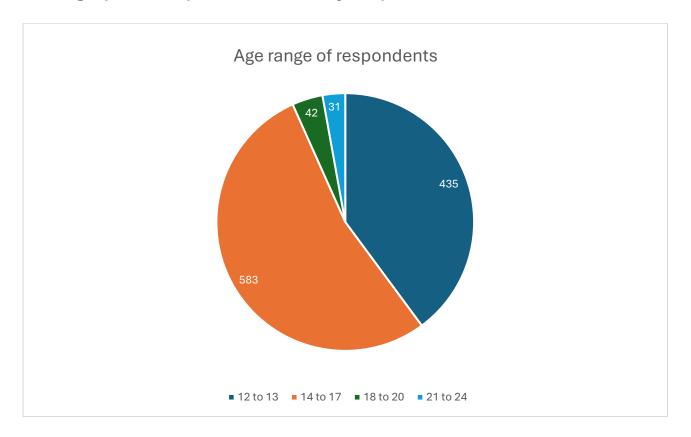
The following document contains the high-level analysis of quantitative and qualitative data collected from these young people during this time period, identifying specific issues, challenges and opportunities of relevance to our rangatahi.

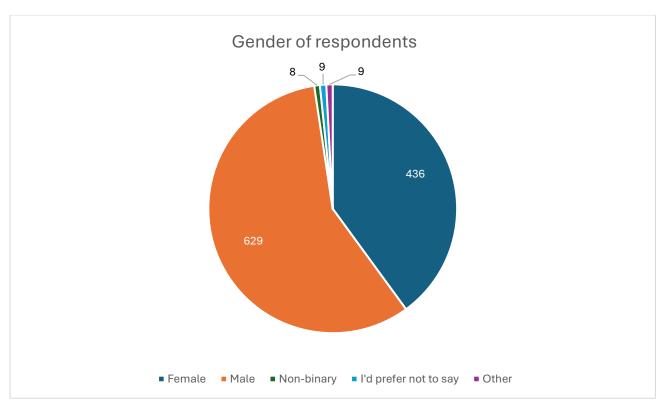
This analysis has been split into ten different themes, in line with the early engagement survey questions. These have been analysed as a collective group, as well as by age group, gender, ethnicity, and locality within the District.

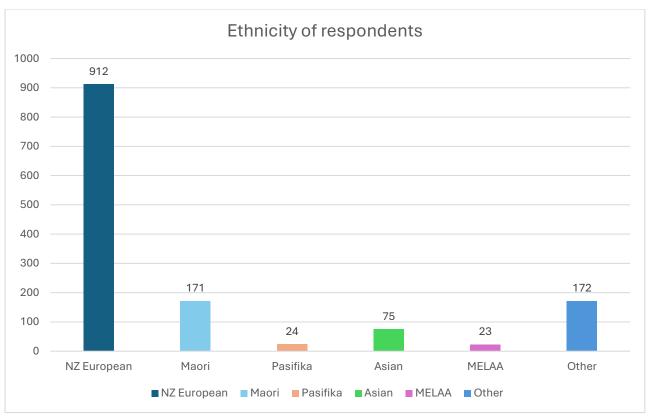
Please note that some groups have a smaller number of respondents in comparison to others. In the interests of conveying equitable messaging that acknowledges a range of different subgroups within the youth population, data by specific group has been analysed as a percentage of respondents within that group that answered a question in the same way. Where this drilled down data has been mentioned under each theme, for example, a statistic relating to a specific locality, this is because it stood out significantly in comparison to other groups.

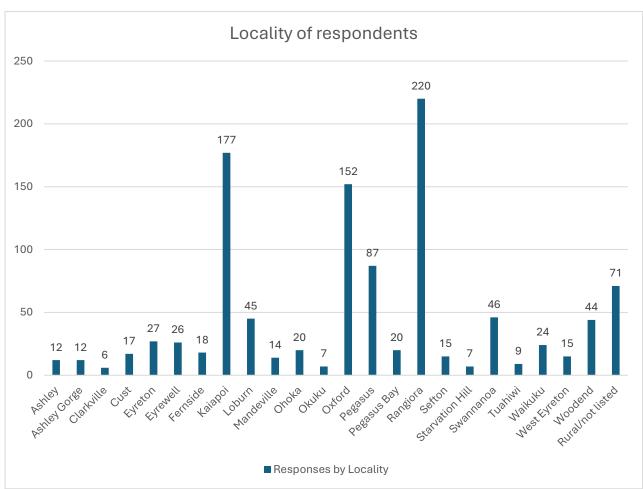
This document will begin by sharing the demographic composition of survey respondents and will then go into each theme that these young people engaged with across all collection methods.

Demographic composition of survey respondents









Sport and Physical Activity

Quantitative data analysis:

- Waimakariri youth who engaged with this survey told us that they view sport and physical
 activity as important to them, with 51.4% describing it as very important, 40.2%
 describing is as somewhat important, and only 8.4% describing it as not important
- Overall, team sports were seen as the most important sport/physical activity with 63.24% of survey respondents selecting this option, followed by walking and running
- The popularity of team sports decreased as the age of the respondent increased, with those in the older age groups enjoying gym workouts, yoga/Pilates and walking more than the younger groups
- In terms of the level of sport opportunities, the majority of survey respondents noted that they are only somewhat satisfied at present. This would indicate that there may be some work to be done when it comes to providing opportunities for young people to be involved with sports in the Waimakariri District
- Satisfaction with the level of sport opportunities differs between localities. The localities with the highest percentage of respondents reporting they are not satisfied are Okuku (28.57%), Ashley Gorge (25%) and Starvation Hill (14.29%), all of which are rural communities
- The majority of survey respondents don't face any barriers when it comes to participation in sports and physical activity (58.87%), however, there is still a significant percentage of respondents reporting that they do face challenges in this space (45.63%). Please note that respondents were able to select both yes and no for this question.
- Groups that most notably stated they experience barriers to participation in sport and physical activities were 21-to-24-year-olds (67.74%), those who identify as other gender (77.78%) and respondents from Sefton (93.33%)
- Overall, cost came up as the most prevalent barrier to participation in sports and physical activity. This was most notably stated as a barrier for respondents from Okuku (57.14%)

- Common barriers that came through with the qualitative responses to the survey were social anxiety, fear of judgement, and injury when accessing sport and physical activities
- Horse riding, swimming, cycling/biking and dance are other physical activities commonly enjoyed by our young people
- When asked what additional sport and physical activities respondents would like to see in Waimakariri for young people, the most common answers were team sports (volleyball, basketball and hockey), youth targeted fitness/gym classes, and skating
- Young people expressed a desire for more opportunities to partake in social sport offerings, rather than competitive
- Other feedback received during in-person workshops told us that young people with disabilities would like to see specialty sports be made more available in Waimakariri, eliminating the need to travel into neighbouring Districts to partake in accessible sports and physical activities
- At another in-person workshop, home-schooled young people noted that they would like
 to see more support for sports like rugby within the high school age range. Those who
 are not in school can find it difficult to be involved in team sports as young people in this
 age group tend to play through their school, meaning clubs often do not have the
 numbers to create teams at this level

Notable quotes:

- o "To play certain sports, most young people's parents/schools have to drive to Christchurch to participate"
- "Waimakariri is a great area, and I am glad about the current opportunities for progressing the area further"
- o "We need more playgrounds for older youth and teenagers"
- "Making opportunities like these cheaper for more NZ youth to participate in. Without worries or boundaries like cost"
- "There isn't anything to do in Kaiapoi, there is the occasional fun run or basketball competition, but it is all run through bigger corporations that are in larger cities and districts, meaning kids who want to excel at sports have to go either into town or anywhere far away just to play a sport"
- o "More places to ride quad bikes, as there are no places for this or very few places"
- "Many buses don't travel to our area as we live more rurally compared to cities like Christchurch and Rangiora, and with more public transport it would be much easier to participate in physical activities"

Hobbies and Recreational Activity

Quantitative data analysis:

- For the most part, our young people told us that they don't need to travel to neighbouring districts to do the hobbies and activities they enjoy (53.5%), except for in certain circumstances (38.2%)
- The majority of survey respondents told us that they enjoy hanging out with their friends in their spare time (85.81%). This response clearly demonstrated that our young people value being with their peers, favouring using their spare time in this way in comparison to specific activities
- In terms of specific activities, notable responses by different groups include 100% of non-binary respondents noting they enjoy partaking in creative arts and 62.5% enjoying reading/writing, as well as 79.17% of Pasifika respondents enjoying sport and physical activities for fun in their spare time
- The most common reasons for these young people partaking in the hobbies and recreational activities they mentioned to us were fun and enjoyment (90%) and socialising with others (71.5%). This shows that that our young people are more likely to seek out activities which provide them with these benefits in comparison to other reasons such as mental/physical health benefits and learning new skills
- 21-to-24-year-olds were far more likely to partake in activities which they feel have mental health benefits with 70.97% of these respondents selecting this option
- Pasifika respondents were far more likely to partake in activities which they feel have physical health benefits with 70.83% of these respondents selecting this option
- In comparison to response rates from other localities, respondents from Starvation Hill were more likely to enjoy partaking in activities where they could learn a new skill (85.71%)

Qualitative data analysis:

 Qualitative responses in this category indicated that a number of our young people enjoy dirt biking and cycling

In their comments, young people also told us that they enjoy activities which allow them
to be creative/expressive, develop freedom and independence, and partake in social
opportunities

- A number of young people told us in their comments that they need to travel into Christchurch in order to partake in the hobbies and recreational activities that they enjoy
- Notable quotes:
 - "It would be better if there were more things for teenagers to do out here, so we don't have to travel into Christchurch. I have noticed that there are more and more teenagers joining the gym because that is one of the few things we can do to keep us busy. I suggest a youth group or something along those lines"
 - o "There are no activities to do whatsoever for my age category"
 - "We need a motorbike track/mountain bike track so we don't need to ride on the road and go to the river to ride all the time, and we will have variety"
 - o "Since one of my hobbies is biking, I'm relatively unable to do it often because there's not enough cycling tracks where I live"

Wellbeing

- 60% of young people who engaged with this survey indicated that they feel accepted
 and included by their peers, followed by 33.1% answering that they sometimes feel this
 way, and 3.8% noting that they do not feel accepted and included. 3.1% preferred to not
 say.
- Respondents who identified as non-binary had the highest percentage reporting to not (12.5%) or only sometimes (75%) feel accepted and included by their peers, with zero respondents from this group saying that they feel accepted and included
- The vast majority (90.5%) of survey respondents indicated that they catch up with their friends at school. This makes logical sense when considering that 93% of respondents were between the ages of 12 to 18, making them more likely to be in school
- 66.2% of survey respondents answered that they catch up with their friends online, indicating that a large proportion of our young people use social media platforms to catch up with their friends virtually. This statistic is particularly interesting given that the rise of social media and technological advancements were noted as some of the societal changes contributing to the need for this work to happen now
- The vast majority of respondents (91.2%) stated that they think addiction is an issue that
 affects young people in the Waimakariri District. In terms of the more detailed data
 breakdown, 100% of non-binary respondents also answered yes to this question, as well
 as 100% of respondents from both Clarkville and Starvation Hill
- Overall, it was clear that vaping is the biggest addiction issue facing Waimakariri youth, with 89.3% of survey respondents noting this in their survey responses. This was followed by social media (77.45%), alcohol (66.4%), and drug use (64.1%)
- Vaping was most notably mentioned as an addiction issue by 14-to-17-year-olds (85.59%) and female respondents (83.62%)
- 70.83% of Pasifika respondents noted alcohol as an addiction issue, which was 10% more than the ethnic group with the second highest percentage reporting this as an issue for our youth

 85.71% of respondents from Starvation Hill and 80% of respondents from Sefton noted drug use as an addiction problem for our youth. These percentages stand out in comparison to other localities on the same issue

 Starvation Hill (100%) and Sefton (86.67%) also stand out in comparison to other localities when looking at respondents reporting smoking as an addiction issue for our youth

- Comments were made regarding the success of parental workshops out in the District over the past year, and how it could be useful to do similar events but aimed at young people instead on topics such as addiction, peer pressure, etc
- Through their comments, young people also told us that they like to catch up with their friends through youth groups and volunteer work
- In their comments, as well as during in-person workshops, a number of young people told us that they think explicit media/pornography is also an addiction problem for local youth
- Additionally, self-harm was noted in qualitative responses as an addiction issue
- We asked respondents to tell us what kind of support or resources they think would help young people dealing with addiction issues. 570 legitimate suggestions and comments were made in response to this question. The most common suggestions revolved around family, youth led support groups, access to counselling/therapy and restricted access to addictive materials and substances
- Notable quotes:
 - "Having more well-known resources, support services and pathways for future direction would help youth"
 - "Vaping is a real problem in schools, and it is kind of being overlooked. I have seen it change people lives and seen it affect so many people, for example, people having to drop out of sports because they are no longer able to run without being out of breath"
 - "Getting rid of all the vape/smoke shops, having more no vaping/smoking areas"
 - "Drug use is primarily marijuana and is a less widespread addiction than other ones but tends to be intense in some people. I've come across people who can't sleep without it, smoke multiple times a day and are completely reliant"
 - "Regulation of vape products and online gambling sites. Social media addiction is more so just a symptom of a larger alienation problem among young people"
 - "I think education is the biggest thing. Giving them good examples of not only the risks but also role models, even something like a really good teacher or coach that you feel okay reaching out to can be a big help. Additionally, instead of just telling someone that it's bad for them, tell them why, and don't underestimate the severity, make them know how hard it is to stop and not overestimate their ability to shake the addiction"
 - "Young people dealing with addiction can benefit from community support, education, and accessible services, including peer groups, counselling, and mental health programs"
 - "I believe that technology is one of the greatest problems in this generation. I'm not entirely sure what to do about the matter, but I do hope that the addiction to technology will spur someone to do something about it. It is horrid for mental health"

Mental Health

Quantitative data analysis:

Mental health was seen as very important for the majority of our young people who
engaged with this survey (62.8%), with only 4.8% of respondents answering that it is not
important to them

- The 21-to-24-year-old group stood out in this category for their ranking of mental health as being very important, with 90.32% of these respondents selecting this option
- At 75.7%, the majority of survey respondents told us that they think mental health is something our young people struggle with in Waimakariri
- Female respondents had a significantly higher percentage saying that mental health is something our young people struggle with, with 82.51% selecting this option
- 60.1% of respondents told us that they know how to seek out help for mental health struggles, whilst 37.8% answered that they are either unsure or do not. These results suggest that although there is a large portion of young people who are aware of what options are available to them and how to seek them out, we still have a number of youth who may require assistance
- Those from Starvation Hill had a significant percentage of respondents noting that they
 do not know how to access mental health services in comparison to other localities at
 42.86%
- Although the majority of respondents have not needed to access mental health services, there are a number of our young people who have faced a range of barriers which impact their ability to seek help
- Overall, cost of services was noted as the most significant barrier (23.7%), followed by long wait times (20.3%) and lack of awareness (19.2%)
- 58.06% of 21-to-24-year-olds reported cost of services as a barrier, which was significantly higher than other age groups
- 41.67% of respondents from Ashley Gorge reported that long wait times are a barrier for them when accessing mental health services, as well as 50% citing cost as a barrier, both of which were relatively high in comparison to other localities

- Qualitative responses that identified barriers when accessing mental health services included lack of trust or discomfort with professionals/strangers, privacy concerns, lack of awareness, accessibility issues stemming from transport options, affordability, location/availability of services, and simply not wanting to seek help at all
- Young people told us that the availability of mental health services within the District needs to be publicised more
- Notable quotes:
 - o "The resources are there online but not in person"
 - "I think a suggestion would be like a lgbtq+ hangout event because some people won't have supportive parents and some people who are a part of the lgbtq+ community like me sometimes find it hard to find friends, etc"
 - "I have experienced long wait times (6+ months) before being seen which was challenging. Having to see a GP to get the initial referral also creates somewhat of a barrier financially (not the service, but the original GP appt)"
 - "From talking with people, it seems that there isn't enough privacy when getting help though this could just be a school problem"

- "Mental health is very serious, and we should make more awareness of it"
- o "It is often made embarrassing to struggle with mental health, which worsens it"
- "Unfortunately, a lot of mental health support comes through GP's in the form of a health support person who may not have extensive training in mental health. Personally, I think there needs to be more access to trained mental health professionals who have a wide range of skills and experience"

Natural Environment

- The natural environment was noted as important to the majority of survey respondents, with only 3.7% of respondents telling us it is not important to them
- 100% of respondents who identified as non-binary as well as 100% from Clarkville answered that the natural environment is important to them, which was significantly higher in comparison to other groups
- At 55%, the majority of respondents told us that environmental issues do worry them, sending the message that our young people are concerned about environmental issues and the impact these may have on the natural environment, which they told us is important to them
- The specific groups that were most worried by environmental issues in comparison to others were 21-to-24-year-olds (77.42%), those who identified as non-binary (87.5%), Pasifika respondents (70.83%), and Loburn respondents (73.33%)
- A large majority of our respondents (71.14%) told us that they think it is very important for their community to be protecting our environment, with only 1.8% saying it is not important
- Just under half of respondents indicated that they have previously participated in activities which help our environment in Waimakariri at 49.8%, with 30.6% expressing interest in attending future activities, and 46.4% noting that they may be interested as well

- Notable quotes:
 - "I think it is important to live in a natural clean environment"
 - "Information in this case is very important. Yes there is a lot out there but only if you are looking for it and it has caused most people to be unaware of its severity. Also, the fact that we do not see a huge amount of the effects in New Zealand so having more information being taught in schools would help the masses to understand more"
 - "Would be great to see some form of terracycle initiative like they have in Richmond"
 - "Trees help us breathe and other plants are overall very helpful for our life forms, that's why I think taking care of the environment is very important!"
 - "I think the natural environment is important as we need to preserve what we have so we can have better futures"
 - "Maybe promote these cleanups or tree plantings more, because I don't see many ads for cleanups, but would be happy to go if I saw that they would be being hosted"
 - "Encourage youth to be more aware of environmental issues"

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Physical Health

Quantitative data analysis:

• At 69.92%, the majority of respondents told us that physical health is very important to them, with only 2.1% noting health as not being important

- The specific groups who largely ranked health as very important to them in comparison to other groups were 18-to-20-year-olds (71.43%), female respondents (72.97%), Pasifika respondents (95.83%), and respondents from Clarkville (100%)
- A large majority of respondents told us that they know how access health services in Waimakariri at 78.4%, with 14.6% saying they were unsure, and only 7% saying they do not know
- In comparison to other localities, respondents from Ashley Gorge had a higher percentage reporting to not know how to access health services in Waimakariri at 25%
- When asked if they feel young people in their community with disabilities receive enough support, the answers were split. 51.2% of respondents did not know, 29.9% feel there is enough support provided, and 18.9% believe that these young people are not receiving enough support
- 21-to-24-year-olds had the highest percentage reporting that young people in their community with disabilities do not receive enough support at 22.58%, whilst 14-to-17year-olds had the highest percentage reporting that they do at 30.97%. The difference between these age groups could infer that as our youth get older, there is a lower perception of community support for our young people with disabilities
- In comparison to other groups, a significantly higher percentage of non-binary respondents reported that they feel young people with disabilities in their community do not receive enough support at 62.5%
- At 73.5%, the majority of respondents told us that they do not face any barriers when accessing health services in Waimakariri, with 26.5% saying there are things that stop them
- As an age group, 18-to-20-year-olds stood out in this category as one of the groups with the highest percentage reporting they face barriers when accessing health services in Waimakariri (54.76%), as well as the age group with the highest percentage reporting long wait times (28.57%), cost of services (42.86%), and lack of support (11.9%) as barriers in particular
- As a locality, Tuahiwi stood out in this category as one of the localities with the highest percentage reporting they face barriers when accessing health services in Waimakariri (44.44%), as well as the locality with the highest percentage reporting long wait times (44.44%), cost of services (33.33%), lack of support (33.33%) and lack of available services (22.22%) as barriers in particular

- Notable quotes:
 - "Young people are treated very very poorly. It needs to be easier to access doctors, therapists etc. I think that it is especially hard for young trans people. We do not get enough acceptance from the public and it is hard to access trans healthcare"
 - "I'm worried about the cost and lack of support, and I don't want my family to worry if I'm sick or need care"
 - o "We need more doctors in local communities"

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Culture

Quantitative data analysis:

- In comparison to other topics where we asked respondents to tell us how important something was to them, the majority of young people who engaged with this survey ranked culture as being somewhat important to who they are at 51.02%. This of course still sends the message that culture is important to our young people, with 32% stating it is very important, but is a notable difference in comparison to other topics
- In comparison to other localities, respondents from Okuku had a significantly higher percentage reporting that their culture is important to who they are at 71.43%
- The majority (55.1%) of Waimakariri youth who took part in this survey told us they feel supported and accepted by their community to be themselves, but we do have a number of young people who are either unsure how they feel in this regard (33.1%), or do not feel this way (11.9%)
- In terms of age groups, the percentage of young people reporting to feel accepted and supported by their community trends upward as age increases
- For the majority of our survey respondents, living in a community that includes people of multiple cultures ranges as being very (44.83%) to somewhat important (44.2%), with a smaller percentage reporting this as not important to them at 10.97%
- Similar to when respondents were asked to answer how important culture is to them, the
 percentage of young people reporting that living in a community that includes multiple
 cultures is important to them also tends to increase with age
- Female respondents stood out when it came to the importance of living in a community that includes multiple cultures as the only group in this category that had the majority ranking this as very important (48.17%)
- When asked if they think the Waimakariri District could celebrate and promote cultural diversity more, the majority of survey respondents told us that they were unsure (45%), followed by those who felt this could be done (43.8%), and a smaller percentage of respondents answering no to this question (11.2%)
- In comparison to other localities, respondents from Eyreton had a higher percentage reporting that the Waimakariri District could celebrate and promote cultural diversity more at 66.67%

Qualitative data analysis:

- Some respondents told us in their comments that they experience racism, a lack of inclusivity, and feel there is limited cultural representation beyond Māori and Pasifika culture
- Home-schooled individuals expressed a desire for more accessible involvement in cultural opportunities, often feeling like outsiders to opportunities that those in traditional education settings are offered
- Notable quotes:
 - "You could have a Polyfest in Waimakariri or a big open Māori hāngi or community celebration. Maybe a get together even. It doesn't have to be big, you just have to feel noticed"
 - o "There should be festival or street markets from different places to show more cultural diversity"
 - o "I think there's a bit of a way to go still when it comes to societal attitudes here when it comes to acceptance and inclusivity"

- "Celebrating and promoting cultural diversity is good, but I don't think it comes from higher up, but from those in the community that accepts them and celebrates them, and at some points even defends them. It comes from the people, and people come to it because they see acceptance from a whole community, not just a governing body. The people are the culture"
- "I feel as if the Council only 'ticks the box' on diversity and culture but doesn't go above that"
- o "I find there are plenty of cultural opportunities!"
- "People are extremely racist and homophobic. I, as an Indian female, feel insulted.
 So do my peers"
- o "Diversity is a wonderful thing, but I think it is also important to celebrate the things that make us a community and what unites us"

Employment

Quantitative data analysis:

- When asked if they have tried to find a job in Waimakariri, the majority of survey respondents told us they have not (57.8%), with the remaining 42.2% telling us they have. Given the demographic make-up of our survey respondents, with a high number of 12-to-13-year-olds included in this data, it makes sense that the answers to this question may be skewed more toward no
- Those who have attempted to secure a job within the District reported a range of barriers that they face when searching.
- Lack of available jobs in Waimakariri is the most commonly experienced challenge experienced by the young people who engaged with this survey at 57%, closely followed by lack of experience at 47.1%. The relation between these two barriers is notable, as without sufficient experience, a person may find it more difficult to secure a job when there are not many on offer in an area.
- The third most commonly experienced barrier to employment was lack of transport options at 29.7%, implying that a number of these young people may not have the ability to then seek jobs outside of Waimakariri either
- In comparison to other groups, lack of transport options is most notably seen as a barrier for 14-to-17-year-olds at 30.36%, as well as respondents from Ashley Gorge at 50%
- Service industry jobs were seen as most favourable by survey respondents, with 48.5% telling us that they would like to see this industry be more present in Waimakariri to find work in
- In comparison to other groups, female respondents reported much higher interest in service industry jobs at 47.38%, as well as social and community service roles at 33.7%, whilst male respondents reported much higher interest in manufacturing and technology jobs at 26.38%

Qualitative data analysis:

- At an in-person workshop, some young people expressed interested in one-off opportunities to lean vocational skills early on, as well as events to learn how to write CVs and approach job interviews
- In their comments, some young people expressed that they feel some employers have a bias against youth and that disability stigma impacts their ability to find employment in Waimakariri

 Other comments noted that having online resources available for employment related topics would be helpful for them

- Notable quotes:
 - "I think the main concern for me is teenagers unable to get jobs"
 - o "I wish there was more jobs for young people like me"
 - "There is so much competition, it's crazy"
 - "I found for teens at the moment there aren't many jobs available for the level of demand causing students to continuously have bad experiences and feel as if they keep failing"
 - "There's no good ways of getting entry level jobs without knowing someone that owns a business or already works somewhere needing employees"
 - "In my area particular jobs are very hard to get because almost every student over 16 is going for the same 5-6 jobs in the town and it makes it incredibly difficult to get the job"
 - "I have applied to 100+ jobs and have only had 2 interviews but got denied both times, it's hard for me"

Transport

Quantitative data analysis:

- The vast majority of survey respondents use a car as their main mode of transport at 90.9%, followed by walking at 75.4%, and transport by bus at 50.4%
- In comparison to other age groups, 12-to-13-year-olds had a much higher percentage reporting to use cycling as a mode of transport at 51%
- Those who felt satisfied with the provision of public transportation services in their community were in the minority of respondents, at only 21.9%
- The rural localities of West Eyreton (46.67%), Eyreton (44.44%) and Mandeville (42.86%) had the highest percentage of respondents reporting that they are not satisfied with public transportation in their communities
- In terms of public transport use, the majority of respondents told us that they do not use public transport often at 35.4%. This was followed by those telling us that they use public transport daily at 17.6%, and 15.2% of respondents who noted that there is no public transport available to them where they live. These results make sense when considering the rate of satisfaction with public transport expressed by survey respondents.
- In comparison to other groups, Pasifika respondents had the highest percentage reporting that there is no public transport available to them where they live at 37.5%
- The rural localities of Eyrewell (57.69%), Okuku (57.14%) and Ohoka (55%) had the highest percentage of respondents reporting that there is no public transport available to them where they live
- The majority of survey respondents told us that they feel somewhat safe when using public transport or walking/cycling in Waimakariri at 54.7%
- 18-to-20-year-olds had the highest percentage reporting to not feel safe when using public transport or walking/cycling in Waimakariri at 21.43%. This is interesting when considering that this age group also had the highest percentage answering that they do not like using public transport (14.29%) and that they don't use public transport often (45.24%)

Respondents who don't currently use public transport noted better travel routes where
they live to be the most significant change that would encourage them to use public
transport at 50.7%. This was followed by better connections between places they want
to go at 45.9%.

Although the introduction of cheaper fares for public transport is often brought up as a
way to encourage more people to use public transport, only 38.6% of young people who
responded to this question indicated that this would impact their use of this service

Qualitative data analysis:

- In their comments, a number of young people discussed the difficulties had with living rurally and accessing transportation services
- Some young people told us that metro systems can be confusing, and that targeting communications to youth would be helpful when it comes to getting people onto public transport
- Safety was also brought up as a significant concern within comments
- Notable quotes:
 - "Living rurally, I always had to get a parent to drive me to a bus stop approximately 10-15min away to be able to use public transport. This limited my ability to use it if my parent wasn't able. As an adult, I've opted to use my car most of the time because it has been easier for me. I also felt unsafe at times using public transport, which meant I was reluctant to use it at certain times of the day"
 - "I used to take busses everywhere but now that I have my own car it feels impractical
 when it takes three times as long to get anywhere. I wish I could take a train into
 Christchurch, we need more modes of public transport in the South Island"
 - "I would use public transport if there was actually any public transport like buses in my area"
 - o "Would more rural bus routes be a possibility? Bus routes that go further than the Northern park and ride?"
 - "We want you to fix the potholes on the roads please"
 - "I would be more likely to use public transport if there were better measures to stop harassment and inappropriate behaviour. I have experienced people making comments about my appearance while in uniform, including from intoxicated individuals. I've also had people try to look up my skirt, which made me feel unsafe. There are often people screaming, drinking alcohol, or smoking cigarettes and weed on buses, and it makes the environment uncomfortable and intimidating. Stronger rules, enforcement, and security would make me feel safer using public transport"
 - "I don't know where to find where different busses routes to know which one goes where I want to go"
 - "I take the bus sometimes. And it stresses me out every time because of the bad time tabling and the vibe inside the bus. I don't like how a bus can be late or how when it's early it doesn't wait to be on time. I left my house eight minutes early for the bus just for it to drive past me then I had to wait an hour for the next one"
 - "It would be great to have bus services in rural areas such as Ohoka, Swannanoa, and Mandeville, making it easier for people in those areas to access transportation. I think this is important because it can be very hard to get around to the surrounding regions when I rely on my parents for transportation. This would also help those without cars or other ways of getting around. This could help with schooling, work,

and the well-being of people in our community, as it would allow us to connect with others more frequently"

Public Spaces

Quantitative data analysis:

- The majority of survey respondents told us that public spaces in the Waimakariri District are somewhat important to them at 57.7%, followed by those saying these spaces are very important to them at 34.6%. Only 7.7% of respondents told us that these spaces are not important to them
- In comparison to other groups, 21-to-24-year-olds (58%), Pasifika respondents (45.83%) and respondents from Okuku (71.43%) had the highest percentages noting public spaces in the District as being very important to them
- The young people who engaged with this survey told us that in terms of the spaces and places they enjoy most in Waimakariri, the natural environment is preferred by most. Parks and outdoor spaces were the noted as the most popular by respondents at 77%, followed closely by beaches at 65.5%
- Overall, Waimakariri pools were the third most popular space that these young people enjoy spending time in, with 64.83% of 12-to-13-year-olds in particular selecting this option
- In comparison to other age groups, female respondents had a much higher percentage reporting that they enjoy spending time at beaches (72.66%), whilst non-binary respondents had a much higher percentage reporting to enjoy spending time in libraries at 62.5%
- The majority of respondents told us that having places to hang out is the most important thing for young people in public spaces at 83.1%. This was closely followed by bathrooms at 71.2%, and Wi-Fi at 69.9%
- Despite only being ranked as important in public spaces by 44.9% of respondents, plants and trees were described as important for young people in these spaces by 64.52% of 21-to-24-year-olds
- In comparison to other groups, male respondents had a much higher percentage reporting that sports facilities are important for young people in public spaces at 57.57%
- In comparison to other localities, respondents from Ashley, Fernside and Mandeville had the highest percentages telling us that they think having places to hang out are important for young people in public spaces, all at 100%
- When asked how safe they feel using public spaces in Waimakariri, the majority of respondents told us that they feel somewhat safe at 62%, followed by 23.9% telling us that they feel very safe. Only 7.4% of respondents stated that they feel unsafe in these spaces, and 6.7% said they were not sure

Qualitative data analysis:

- At an in-person workshop, comments were made regarding the lack of disability playgrounds/access for wheelchairs in these spaces. Comments were also made regarding the need for bike trails in Waimakariri to be more accessible for those riding specialty bikes
- In-person comments were also made regarding the importance of tinker zones and sensory parks/playgrounds for young people with disabilities

 Respondents were asked about their favourite places, as well as places they avoid within the District. 278 of these answers indicated positive experiences, 55 noted negative experiences, and 41 answers were mixed in sentiment with regard to local public spaces

Notable quotes:

- "We need more places for people to hang out inside as there are not places to go after school if it is cold and you want to hang out with your friends, unless you are willing to spend money at a cafe or restaurant so you can stay in there. Otherwise, there's nowhere free to stay warm and dry"
- o "I really enjoy the skatepark and the bathrooms nearby are useful, also the sport grounds and mountain bike tracks"
- "On a few occasions me and my siblings have come across people on drugs or drunk in the park. I don't always feel safe there, and both of these occurred in the afternoon"
- "I mean one of my favourite places to go to is the Library mainly because it's sort of a safe haven for book geeks and the Waimakariri Libraries have a variety of things to do while your there"
- "Public parks are very appreciated. They are the perfect place for me and my friends to meet and hangout"
- o "I usually avoid the skate park, due to some recent assaults happening there. Especially after the sun goes down, when I like to personally walk"
- "I adore the outdoors, so any outdoor areas in our community I love spending time at especially the beach, forests, parks, lakes, rivers etc"

General:

At the end of the survey, respondents were asked if there was anything else they would like to say or would like the Council to know.

Here's what they told us:

- "Asking young people on this topic is a great step, but I think we tend to be a bit lazy and complacent, or more so unobservant and unbothered by the world because we tend to be more isolated from the community compared to other demographics and stay in our own bubbles. This can mean we can be hard to get feedback from because we don't really notice things, they just are the way they are in our eyes unless they are something we use very frequently"
- "Thanks for giving me this survey and letting me express my own opinion!"
- "Thank you for giving us a voice. We're not the most popular age range so I really appreciate this. 13-year-old me would be so happy"
- "I just believe everyone in the community needs to be more respectful and kind to the community. Many teenagers are struggling with fitting in, finding common interests and connecting with one another. Not everyone is built for school (Including me!) and struggle to find people like-minded to myself. Therefore, I believe having more interest groups (Run clubs, sports teams etc) will be so beneficial to finding more people like you"
- "One thing that would make a big difference is having more safe places for young people to hang out, especially after school. A youth hub or chill zone with music,

games, or art would be awesome. It would also be cool to have more cultural events where we can share and learn about different backgrounds. That helps us feel more connected. Lastly, better access to mental health support is super important. It should be easy to find, free, and made for young people"

• "I've had a good experience with the Waimakariri District Council. I've seen how they work hard to support the community, especially with their youth programs and local initiatives. It's great to see a council that listens to young people and invests in making the district a safe and positive place for everyone"

Summary

The results from the early engagement on the Youth Action Plan project have highlighted a number of issues, opportunities, and topics of significance for youth in Waimakariri.

The young people who took part in this process were incredibly engaged. This survey posed 65 questions across ten different topics, with the only demographic questions being compulsory. Despite the length and depth of the survey, the question with the fewest answers still received 1049 responses. This has demonstrated that young people want to engage with local government processes when approached in ways that resonate with them.

In addition to quantitative responses, a large number of participants provided detailed written feedback, offering rich insights into the lived experiences and perspectives of local rangatahi. These insights were further explored through in-person workshops and flexible engagement formats.

The key drivers and priorities identified through this engagement will directly inform the development of the draft Youth Action Plan. This work will be undertaken by Council staff with the guidance of the Youth Action Plan Advisory Group, who played a significant role in codesigning the early engagement process.

Next steps

This document has provided an analysis of data received through early engagement on the Youth Action Plan project. The data contained in this document will be used to guide the development of a draft Youth Action Plan.

Once the draft is prepared, Council staff will undertake formal consultation with youth and the wider Waimakariri community to ensure the draft is relevant, inclusive, and aligned with the genuine needs and aspirations of local rangatahi.

Following this consultation, Council staff will review any additional feedback and make amendments if required. It is envisioned that the final Youth Action Plan will cover the period 2026-2029.

Youth Action Plan Early Engagement Survey Questions

General (compulsory section)

- Age
 - o **12-13**
 - 0 14-17
 - 0 18-20
 - o 21-24
- Ethnic group (your family/cultural background)
 - o Māori
 - o New Zealand European
 - o Pasifika
 - o Asian
 - o Middle Eastern/Latin American/African
 - o Other
- Gender
 - o Female
 - o Male
 - o Non-binary
 - o I'd prefer not to say
 - o Other
- Where do you live?
 - o Ashley Gorge
 - Ashley
 - o Clarkville
 - o Cust
 - o Eyreton
 - o Eyrewell
 - o Fernside
 - o Kaiapoi
 - o Loburn
 - Mandeville
 - o Ohoka
 - o Okuku
 - o Oxford
 - o Pegasus
 - o Pegasus Bay
 - o Rangiora
 - o Ravenswood

- o Sefton
- Southbrook
- Starvation Hill
- o Swannanoa
- o Tuahiwi
- Waikuku
- West Eyreton
- Woodend
- o Rural/not listed
- How did you find out about this survey?
 - Facebook
 - Instagram
 - Tiktok (pending approval)
 - o Youtube
 - o LinkedIn
 - o School
 - At an event
 - o From a friend
 - o From a parent
 - o Other

Survey Sections

Sport and Physical Activity

Definition: **Sports and physical activity** refer to fun ways to move your body and stay fit and active.

- How important are sports and physical activity to you?
 - Very important
 - Somewhat important
 - Not important
- What types of physical activities do you enjoy?
 - o Team sports (e.g. rugby, netball, hockey, etc)
 - o Individual sports (e.g. golf, karate, skateboarding, etc)
 - o Gym workouts
 - o Running
 - Walking
 - o Cycling
 - o Yoga or Pilates
 - Other (please specify)
 - o None

- How would you rate the level of sport opportunities in Waimakariri?
 - o I am satisfied
 - o I am somewhat satisfied
 - o I am not satisfied
- Is there anything that stops you from participating in sports and physical activities? If yes, please explain:
 - o Lack of time
 - Lack of facilities/equipment
 - Lack of interest
 - Lack of parent/guardian support
 - o Timing of the activity doesn't suit me
 - o Cost
 - Health
 - o All of the above
 - Other (please specify)
- Are there any additional sport and physical activity opportunities would you like to see in the district for young people?
 - o Open question

Hobbies & Recreational Activities

Definition: **Hobbies & Recreational Activities** refer to fun things you do in your free time to relax and enjoy yourself.

- In your spare time, what do you like to do for fun?
 - Hang out with friends
 - o Spend time with family
 - Creative arts (e.g. dance, music, crafts, etc)
 - Online gaming
 - o Social media
 - o Reading & writing
 - Sport and physical activity
 - Outdoor activity (Equestrian, hunting, four-wheel driving, etc)
 - o Shopping
 - Other (please specify)

- What do you like about the hobbies and recreational activities you do?
 - Socialising with others
 - Mental health benefits
 - o Physical health benefits
 - o Relaxation
 - Learning new skills
 - Fun and enjoyment
 - Other (please specify)
- How do you usually find out about new hobbies and recreational activities to do?
 - Friends and family
 - o Social media
 - School
 - o Community programmes
 - Other (please specify)
- Are you able to do the hobbies and recreational activities you enjoy in Waimakariri?
 - o Yes
 - Sometimes
 - o No

Open question

Wellbeing

Definition: **Wellbeing** refers to feeling good in your body and mind. It includes being healthy, happy, and having good relationships with others.

- Do you feel accepted and included by your peers?
 - o Yes
 - o Sometimes
 - o No
 - Prefer not to say
- How do you normally catch up with your friends?
 - At school
 - At work
 - o Through sport
 - o Online
 - o With family
 - Other (please specify)

- Do you think addiction affects young people in our community? If so, in what ways?
 - Social Media
 - Alcohol
 - o Drug use
 - Gambling
 - Other (please specify)
- What kind of support or resources do you think would help young people dealing with addiction?

Mental health

Definition: **Mental health** refers to feeling good in your mind. It includes managing stress, having positive thoughts, and feeling happy and calm.

- How important is mental health to you?
 - Very important
 - Somewhat important
 - Not important
- Is mental health something you think young people in Waimakariri struggle with?
 - o Yes
 - o No
 - Prefer not to say
- Do you know how to get help?
 - o Yes
 - o No
 - o Unsure
- Is there anything that stops you from using mental health services in Waimakariri? (e.g. visiting a therapist)
 - Long wait times
 - Lack of awareness
 - Cost of services
 - o Lack of support
 - o All of the above
 - I haven't needed to access any, so I don't know

Natural Environment

Definition: **Natural environment** refers to areas in our district such as rivers, mountains, oceans and forests.

- How important is the natural environment to you?
 - Very important
 - Somewhat important
 - Not important
- Do environmental issues worry you?
 - o Yes
 - o No
 - o Unsure
- How important do you think it is for our community to protect our environment?
 - Very important
 - Somewhat important
 - Not important
- Have you ever participated in activities to help our environment in Waimakariri?
 - o Yes
 - o No
 - Maybe
- Would you be interested in attending future activities to help our environment (eg. Tree planting, river clean ups etc.)
 - o Yes
 - o No
 - o Maybe

Feel like adding anything more to your answers?

Physical Health

Definition: **Physical health** refers to how your body feels and functions. It includes eating healthy foods, exercising regularly, getting enough sleep, and avoiding harmful habits.

- How important is health to you?
 - Very important
 - Somewhat important
 - Not important

- Have you been to see your doctor in the last 6 months?
 - o Yes
 - o No
- Do you know how to access health services in Waimakariri? (e.g. Physio, doctor, dentist, etc)
 - o Yes
 - o No
- Do you feel young people in your community with disabilities receive enough support?
 - o Yes
 - o No
 - o I don't know
- Is there anything that stops you accessing health services in Waimakariri? (e.g. Physio, doctor, dentist, etc). If yes, please explain:
 - Long wait times
 - Cost of services
 - Lack of support
 - Not enough services
 - All of the above
 - Other (please specify)

Culture

Definition: **Culture** refers to how different groups of people choose to live. It includes their beliefs, traditions, language, food, music, and activities that make them unique.

- How important is your culture to who you are?
 - Very important
 - Somewhat important
 - Not important
- Does your community help you feel accepted and supported in being yourself?
 - o Yes
 - o No
 - o Unsure
- Is it important to you to live in a community that includes multiple cultures?
 - Very important
 - Somewhat important
 - Not important

- Could Waimakariri District celebrate and promote cultural diversity more?
 - o Yes
 - o No
 - Unsure

Employment

Definition: **Employment** refers to a job where you work and get paid. It includes doing tasks or services for a company or person, either part time or full time.

- Have you tried to find a job in Waimakariri?
 - o Yes
 - o No
- What challenges have you faced when searching for a job?
 - Lack of experience
 - Lack of available jobs
 - o Competition from other candidates
 - Lack of transport options
 - Lack of interest in available jobs
 - Other (please specify)
- What industry do you wish was more present in Waimakariri to find work in?
 - Service industries (e.g. retail, hospitality, beauty services, etc)
 - Creative industries (e.g. photographer, artist, designer, etc)
 - Primary industries (e.g. farming, fishing, forestry, etc)
 - Construction and infrastructure (e.g. trades, architect, heavy machinery, etc)
 - Manufacturing and technology (e.g. engineering, welding, cybersecurity, etc)
 - Social and community services (e.g. social work, nursing, psychologist, etc)
 - Other (please specify)
- Have you had a good or bad experience you would like to share with us?
 - Open question

Transport

Definition: **Transport** refers to ways of getting from one place to another. It includes things like cars, buses, bikes, and walking.

- What types of transport do you use?
 - Walking
 - o Cycling
 - o Car
 - o Bus
 - o Electric scooter
 - o Other
- How often do you use public transport?
 - o Daily
 - Weekly
 - Monthly
 - o Not often
 - o I don't like using public transport
 - o There is no public transport where I live
- How satisfied are you with public transportation in your community?
 - Satisfied
 - Somewhat satisfied
 - Not satisfied (please specify)
- Do you feel safe using public transport or walking/cycling in Waimakariri?
 - o Very safe
 - o Somewhat safe
 - o Unsafe
- If you don't already use it, what would get you onto public transport?
 - o Better travel routes where I live
 - o Better connections between places I want to go
 - Increased frequency
 - Cheaper fares
 - o Safer travel
 - o Other

Public Spaces

Definition: **Public places** refer to places everyone can use and enjoy. They include parks, playgrounds, streets, and libraries.

- How important are public spaces in Waimakariri to you?
 - Very important
 - Somewhat important
 - Not important
- What types of spaces and places do you enjoy spending time at in Waimakariri?
 - o Parks and outdoor spaces
 - o Beaches
 - Libraries
 - o Town centres
 - o Pools
 - o Community centres
 - Other (please specify)
- What things are important for young people in public spaces?
 - o Bathrooms
 - o Places to hang out
 - o Playgrounds
 - Sports facilities
 - o Wi-Fi
 - o Plants & trees
 - Other (please specify)
- How safe do you feel using public spaces in Waimakariri?
 - Very safe
 - o Somewhat safe
 - Unsafe
 - o Other
- Do you have any favourite places, or places you avoid in the district that you would like to share with us?
 - Open question

Final section

- Do you have anything else to add? This is a great place to let us know about any important issues we might have missed or to give suggestions for how to make the district better for young people.
- Keen on a prize or want to stay in the loop? You can contact me on my email to:
 - o Let me know I won a prize
 - o Keep me updated with survey results and the Youth Action Plan
 - o I don't want to be contacted

WAIMAKARIRI DISTRICT COUNCIL

REPORT FOR INFORMATION

FILE NO and TRIM NO: GOV-01-04 / AQU-02-09 / 250826157342

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 16 September 2025

AUTHOR(S): Matthew Greenwood, Aquatics Manager

SUBJECT: Aquatics September Update

ENDORSED BY:

(for Reports to Council, Committees or Boards)

General Manager

Chief Executive

1. SUMMARY

- 1.1. The purpose of this report is to provide the Community and Recreation Committee with a summary of the Aquatic Facilities year to date progress, as measured against the unit's most significant Key Performance Indicators.
- 1.2. The report contains a breakdown of customer attendance data to 31 July 2025, a review of customer accidents for the 24/25 year and an update on the integration of Artificial Intelligence within our industry.

Attachments:

i. Nil.

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 250826157342.
- (b) **Notes** customer attendance of 23,898 customers for the month of August 2025. This is up 500 customers (or 2.2%) in comparison to August 2024.
- (c) **Notes** that of the 272,000 patrons who visited our facilities over the past year, only 0.1% required any notable health and safety related staff intervention.
- (d) **Notes** that while the number of incidents are low for all three sites, Dudley's use of modern design features helps contribute to a lower overall result.
- (e) **Notes** that while Artificial Intelligence (Ai) is not currently available at our facilities, it has a growing presence within the industry as a support system for better outcomes and safer environments.
- (f) **Circulates** this report to the Community Boards for their information.

3. BACKGROUND

3.1. The Waimakariri District Council's Aquatic Facilities team deliver best practice aquatic programmes and enjoyable recreation opportunities for the ongoing wellbeing of our community and visitors. We do so from four sites: two indoor, year-round facilities and two seasonal summer pools, which operate over the summer period.

- 3.2. The Aquatic Facilities team work closely with partner organisations, clubs, trusts and interest groups to support water safety programmes, grow and develop swimming and Aquatic exercise initiatives, and works with the Council to ensure our facilities are inclusive places, accessible to all members of the community.
- 3.3. Aquatics staff run an internal customer survey every six months as an opportunity to check in with our customers and to ensure programmes and services align with community needs. There are a number of ways for customers to provide us with direct feedback; email, our facebook pages, councils' website enquiry, service requests and our in-house survey QR code. While these are all utilised to a different degree, running a survey "event" is a good opportunity to gather feedback both on what we do well but also where we can do better.
- 3.4. Poolsafe accreditation represents an industry best practice standard for operating a public aquatic facility. Waimakariri District Council have been part of the Poolsafe scheme since its inception. Assessment criteria include staff training, robust policy and process, effective supervision, emergency procedures and safe water quality and treatment standards.
- 3.5. With the facilities open 15 hours per day, 7 days a week we work hard to plan and schedule maintenance activities to minimise disruption to our customers. Staff have been working with a contractor to update our asset register ensuring the information captured accurately reflects current equipment condition, lifespan and criticality. This information will be used to inform our capital replacement planning going forward to ensure effective and efficient use of resources, budget and minimise impacts on customers from facilities closures. During these closures detailed maintenance is completed on key systems such as circulating pumps, HVAC, and heating systems which would otherwise prevent the facility from operating

4. <u>ISSUES AND OPTIONS</u>

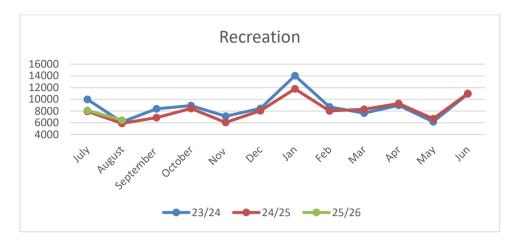
4.1. Aquatic customer attendance

The following tables provide a summary of attendance across the facilities to date as at 31 August 2025.

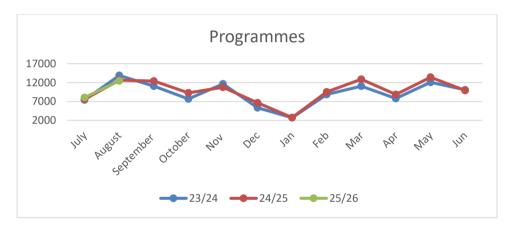


Facility attendance continued its upward trajectory in August, reaching just under 24,000 visits— 500 more than August 2024 and 500 fewer than August 2023. This growth was reflected across all tracked entry types.

The following tables break down the three core activities Recreation (Casual swims, Leisure and Lane swimming) Programmes (Learn to Swim, Schools and Aquarobics) and Prepaid entries (Concession and Memberships) across the 3 facilities.



Recreation swimming in August was up slightly but overall remained consistent with previous year's results. Strong cold, flu and stomach bugs will have seen will have seen an impact here with people likely choosing other forms of recreation preferring not to get wet and move around in the cold.



Programmes attendance was up spot on last years but down slightly against August 2023. Attendance at both Aquarobics and our after school Learn to Swim programming remains consistent and shows the effects of a full month of our term based programmes. However, schools programme attendance can still vary as we work in with the attending schools who are balancing swimming within their curriculum and other school activities.

Additionally, the dips in October, Dec/January and April coincide with the school holidays with the main learn to swim programme being term based.



Pre-paid attendance for August has closed in against previous years although still up by over 100 visits against August last year. Pre-paid attendance remains the most cost efficient method for our regular customers to enjoy the facilities. This is also a good indicator of consistent attendance going forward as casual customers transition through to prepaid concessions and memberships.

Overall, Pre-paid attendance rates stay fairly consistent with attendance peaks around the school holiday periods when customers have a little more time on their hands.

At \$4.80 for a child and \$7.60 for an adult, taking the family swimming remains an affordable recreational option for most. Compared to other leisure activities such as going to the movies, swimming offers excellent value for money while promoting physical activity, social interaction, and overall wellbeing. Its accessibility makes it an attractive choice for families seeking cost-effective, family-focused recreation opportunities.

This appeal is further strengthened by current economic conditions. With ongoing cost-of-living pressures and global financial uncertainty continuing to impact discretionary spending, families are increasingly seeking affordable ways to stay active and connected. Swimming stands out as a practical and budget-friendly option that supports both physical health and social engagement.

4.2. Artificial Intelligence and its growing place within Aquatics

As artificial intelligence (AI) continues to reshape industries worldwide, the aquatics sector is embracing this technological evolution to enhance safety, efficiency, and service delivery. From predictive maintenance to real-time drowning detection, AI is proving to be a valuable ally—not a replacement—for aquatic professionals.

One area where this technology has been embraced is in lifeguard support systems. Facilities such as the Selwyn Aquatic Centre have pioneered the use of Al-powered drowning detection technology, deploying a network of 27 cameras that monitor swimmer behaviour and alert lifeguards to signs of distress via waterproof smartwatches and control dashboards. This system, which is a first for New Zealand, uses advanced body pose

recognition, geofencing, real-time threat detection to identify incidents such as slips, submersions, movement patterns. They are designed to augment human vigilance, particularly in visually complex or high-glare environments where observation may be compromised. They also well within complex facilities with a lot of blind spots, walls, or separate pool spaces as is the case at Selwyn.



Pictured: Selwyn Lifeguard receiving alert from Al Lifeguard system on smart watch.

Al lifeguard systems such as Lynxight, SightBit, and Scanning Assist are steadily gaining traction across the global aquatics industry, though their adoption remains in the early stages of widespread implementation. Lynxight, for example, is now operational in over 40 public pools in Australia and has been deployed in hundreds of facilities worldwide, including in the UK, Germany, Israel, and the UAE. SightBit, which is particularly effective in open water environments, is being used in Israel and the UAE to monitor shorelines and

detect swimmers in distress. Meanwhile, Scanning Assist is emerging in commercial settings such as resorts and aquatic centres, offering real-time alerts and performance monitoring for lifeguards. These systems are especially appealing in regions facing lifeguard shortages or high patron volumes, where they can significantly reduce response times and improve incident detection.

While Al adoption is currently strongest in developed countries with the infrastructure to support integration, industry experts expect broader uptake as costs decline and awareness increases. Given that the expense of these systems remains a significant consideration, facilities exploring Al implementation must weigh whether similar investment in staffing could yield comparable benefits. Rather than replacing human lifeguards, Al safety systems are increasingly seen as vital tools that enhance vigilance, improve safety outcomes, and support compliance with international standards.

Al-enhanced drowning detection systems help improve customer safety and confidence by continuously scanning for abnormal behaviours and notifying staff before a situation escalates. This proactive approach not only improves safety outcomes but also boosts public trust in aquatic facilities. Parents and patrons have reported increased confidence in centres equipped with Al safety systems, citing peace of mind and a visible commitment to modern safety standards. These systems also support compliance with international safety regulations such as ASTM F2208 and NF P90-307, making them a strategic investment for councils and facility operators.

Beyond safety, AI is also being used to automate administrative tasks such as report writing and customer communication, freeing staff to focus on high-value, customer-facing roles. In fitness areas, AI-powered gym equipment is now capable of adapting to individual users, guiding them through safe and effective workouts while collecting health data to inform personalised training plans.

Al is also being integrated into Building Management and Supervisory Control and Data Acquisition (SCADA) plant systems, streamlining facility operations. Predictive maintenance tools can monitor equipment such as pumps, heaters, and chemical dosing systems, identifying issues before they lead to costly breakdowns or service interruptions. This allows maintenance to be scheduled during off-peak hours, reducing downtime and preserving revenue.

The integration of AI in aquatic facilities represents a shift toward smarter, safer, and more responsive environments. Rather than displacing human workers, AI is enhancing their capabilities—allowing lifeguards to focus on intervention and care, while technology handles continuous monitoring and data analysis. As councils consider future investments in aquatic infrastructure, AI should be viewed as a strategic partner in delivering safer, more efficient, and more inclusive community services, aligning with Council's Community Outcomes and the District Aquatics Plan.

4.3. Health and Safety Annual review

Ensuring robust health and safety practices within the aquatic facilities is paramount to protecting the wellbeing of all users, staff, and the wider community. Aquatic environments present unique risks, including drowning, slips and falls, waterborne illnesses, and chemical exposure, which require vigilant management and proactive mitigation strategies.

A strong health and safety framework not only reduces the likelihood of incidents but also fosters public confidence in the facility's operations. By maintaining compliance with

national standards, investing in staff training, and promoting a culture of safety, aquatic facilities can deliver inclusive, enjoyable, and secure experiences for all patrons particularly children and vulnerable populations who benefit most from these services.

The following table details accidents reported by staff at the facilities over the 2024/25 year and are provided in context with the attendance numbers for each facility. While the number of incidents are low for all three pools, Dudley's use of modern design features helps contribute towards a lower result overall.

	Kaiapoi	Dudley	Oxford
Customer Non notifiable**			
Dry rescues	5	10	0
Wet Rescues	2	1	0
First aid	88	144	6
Ambulance/ Doctor/ further medical attention sought	1	7	0
Customer Notifiable**			
Hospitalisation	0	0	0
Drowning related injuries	0	0	0
Medical	0	0	0
Adverse interactions			
Physical abuse	0	0	0
Verbal abuse	12	4	0
Online abuse	0	0	0
Total accidents	108	166	6
Total Customer visits	73965	192475	5846
Issue per visit %	0.146%	0.086%	0.103%

^{**}Notifiable is used here in context of WorkSafe NZ requirements. A notifiable injury or illness is a specified serious work-related injury or illness. All injuries or illnesses that require (or would usually require) a person to be admitted to hospital for immediate treatment are notifiable.

Analysis of incident trends reveals that just over 37% of reported cases involve collisionseither swimmers hitting objects or other patrons. These are typically minor, such as stubbed toes or bruises, but they highlight the challenges of maintaining spatial awareness in water. Our staff work diligently to balance active, enjoyable play with safety, often intervening to suggest alternative games when activity levels escalate.

Slips, trips, and falls account for approximately 23% of incidents, ranging from minor slips in wet areas to more serious falls resulting in head knocks. We continuously remind patrons to walk within the facility and maintain dry, safe surfaces wherever possible.

Body stress and medical events make up just over 9% of incidents. These include nosebleeds, dizziness, and reactions to underlying medical conditions. Staff respond promptly with appropriate first aid—such as cold water, paper towels, or jellybeans—and encourage further medical attention when needed.

In recent years, we have begun tracking adverse customer interactions, which represent 0.06% of total engagements. While infrequent, these events are taken seriously. Staff are trained in de-escalation techniques and work to find constructive solutions, with police involvement when necessary.

Recognizing the emotional impact of these situations, we ensure staff have access to support and debriefing. Leadership is available on-site or on-call to provide both immediate "hot" and reflective "cold" debriefs. Additionally, our Employee Assistance Programme, Raise, is available to all staff for ongoing support.

In conclusion, of the 272,000 patrons who visited our facilities over the past year, only 0.1% required any notable staff intervention. This reflects our strong commitment to maintaining a safe, welcoming, and enjoyable environment for our community.

Implications for Community Wellbeing

The successful operation of the Aquatic facilities is fundamentally tied to the wellbeing of our community and customers. Beyond the obvious physical benefits, our facilities promote the mental, and social wellbeing of residents. As a hub for recreation, education, and connection, the pool provides far-reaching benefits that extend well beyond its walls.

Through Leisure, Lane swimming and Aquarobics programmes we encourage regular physical activity across all age groups, contributing to improved health, strength, and mobility. They also serve as a platform for water safety education, equipping children and adults with essential life-saving skills. Programmes such as learn-to-swim classes and survival skills training are instrumental in reducing drowning risks.

The pool fosters social cohesion by bringing together people from diverse backgrounds. We offer a welcoming environment for families, youth, seniors, and individuals with disabilities. Community events, school programmes, and recreational activities hosted at the pool such as the Kane Shield, strengthen local ties and promote a sense of belonging.

By hosting school programmes, holiday lessons, and training courses, the pool supports local education initiatives and employment opportunities, contributing to the local economy and reinforcing the pool's role as a valued community asset.

Ensuring the pool remains accessible is key to its continued impact. Working to ensure we meet community needs, efficient operation and inclusive programming help remove barriers to participation, ensuring that all members of the community can benefit from our facilities.

4.4. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are not likely to be affected by or have an interest in the subject matter of this report.

5.2. Groups and Organisations

There are a number of groups and organisations who are affected by, or to have a vested interest in the ongoing operation of the districts Aquatic Facilities.

Aquatics staff continue to work closely with key community partners and wider industry organisations, including North Canterbury Swim Club, Water Skills for Life, Waimakariri Access Group, Recreation Aotearoa, Swimming NZ and the North Canterbury Sports and Recreation Trust, to name a few.

5.3. Wider Community

As detailed in our most recent General Customer Satisfaction survey run June 2025, Aquatics achieved an overall customer satisfaction rating of 94%. This is down from our previous result of 97% six months prior yet still ahead of our targeted greater or equal to 90%. The next survey is scheduled to run in Dec 2025.

A review of the District Aquatics plan in 2023 reinforced the outcomes of the original document, with growing community demand for Hydrotherapy a key area of opportunity, additional leisure space at Kaiapoi and the integration of the Pavilion into the main facility at Dudley and what this would mean for current changing spaces.

Aquatics staff continue to engage with our community, through platforms such as SwimDesk, the Councils website, Facebook pages and emails to members. Further, we invite feedback through our in-house surveys, customer feedback boxes, staff engagement and social media channels.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

Due to the condensed schedule for committee meetings, updated financials were not available at the time of writing.

There are no significant financial implications of the information within this report.

Aguatics budgets are included in the Annual Plan/Long Term Plan.

6.2. Sustainability and Climate Change Impacts

While the recommendations in this report do not have a direct sustainability or climate change impact, the impact our operation has on the community and environment are key drivers for the delivery of services and our planning processes.

As explored in the District Aquatic Strategy, ensuring the efficiency of our operation is key to managing the sustainability of current and future offerings. This ensures that facilities will be well utilised and continue to be good value for money for future generations.

Aquatic staff continue to investigate more sustainable and climate conscious alternatives with examples including switching to LED lighting, closely monitoring our water quality to reduce the need for additional chemical balancing and switching products to prioritise less impactful chemicals for cleaning and filtration.

To further minimise its environmental impact, our pool plant utilises systems to recirculate water and recover heat, which decrease the overall energy required to operate.

6.3 Risk Management

Changing attitudes around the risks from communicable diseases and colds continue to impact on both our staffing ability but also on customers attendance for recreation and programmed activities.

The treatment systems and processes around the ongoing monitoring of water quality are designed to minimise risk to customers from water borne illness and communicable disease. Staff will continue to work closely with Te Whatu Ora to address situations as we are made aware of them and take the appropriate steps.

While AI systems and lifeguard technology are still in their relative infancy, ongoing advancements and decreasing costs mark them a worthwhile future investment. These innovations have the potential to significantly enhance the safety and wellbeing of both our customers and staff.

Fluctuating attendance affects the revenue split between ticket sales and rates revenue. Staff will continue to monitor revenue and expenses closely, reporting regularly, identifying new initiatives such as visiting attractions and partnering with Big Swim, refine the business model to identify efficiencies and meet the community demand for low cost, safe and enjoyable recreation opportunities.

6.3 Health and Safety

Customer and staff safety is key to the ongoing success of the facilities with leadership staff working closely with Council's Health and Safety team, Police, Poolsafe, and other key groups to ensure we provide a safe and enjoyable environment for our customers.

Staff take the safety our customers as their highest priority with any unusual behaviour addressed or escalated to the proper authorities

Community spread from colds, viruses and notifiable diseases can impact our availability to safely operate facilities. The Aquatics Standard Operating Procedures and Pool Water Quality Risk Management Plan outline the steps taken around effective treatment of pool water to ensure we provide a safe environment for our customers. Our Aquatics BCP outlines how we will manage staffing pressures to ensure we continue to operate a safe and secure environment for our customers at all times.

Poolsafe accreditation requires robust practices around reporting, investigation, trending and management of both staff and public accidents. This is on top of the Council's Health and Safety requirements and ensures a comprehensive overview.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

Poolsafe - Though not currently a legislative requirement, Poolsafe accreditation is recognised as industry best practice, representing a base safe standard for operating a public aquatic facility following a coronial enquiry delivered in October 2006.

7.3. Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.

Council commits to promoting health and wellbeing and minimizing the risk of social harm to its communities.

Our community has access to the knowledge and skills needed to participate fully in society and to exercise choice about how to live their lives.

People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.

Our community has equitable access to the essential infrastructure and services required to support community wellbeing.

Public spaces express our cultural identities and help to foster an inclusive society.

People are supported to participate in improving the health and sustainability of our environment.

Our district transitions towards a reduced carbon and waste district.

There is access to meaningful, rewarding, and safe employment within the district.

Infrastructure and services are sustainable, resilient, and affordable.

Our district readily adapts to innovation and emerging technologies that support its transition to a circular economy.

There are sufficient skills and education opportunities available to support the economy.

7.4. Authorising Delegations

This committee has delegated authority for the governance of the Aquatic Facilities.

WAIMAKARIRI DISTRICT COUNCIL

REPORT FOR INFORMATION

FILE NO and TRIM NO: LIB-04-01/250904167410

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 16 September 2025

AUTHOR(S): Luke Sole – District Libraries Manager

SUBJECT: Libraries update to September 2025

ENDORSED BY:

(for Reports to Council, Committees or Boards)

General Manager

Chief Executive

1. SUMMARY

- 1.1. This report provides an update on services, programmes and experiences offered to our community | hapori by Waimakariri Libraries from August to September 2025.
- 1.2. The report provides a detailed update on 2024/2025 performance statistics gathered as part of the Public Library New Zealand (PLNZ) National Data Collection initiative.

2. **RECOMMENDATION**

THAT the Community and Recreation Committee

- (a) Receives Report No. 250904167410
- (b) **Notes** the community benefits of the below initiatives, particularly 383,959 individual in-person visits across the three libraries in 2024/2025, which reflects increasing community demand for library spaces, resources and services in the District.
- (c) **Circulates** the report to the Community Boards for their information.

3. BACKGROUND

- 3.1. Waimakariri Libraries promote literacy and lifelong learning to support healthier and more resilient communities, support pathways to learning, contribute to economic and social wellbeing, and deliver excellence in public service.
- 3.2. Since the last update report there have been several programmes and events which have been undertaken which are described in more detail below.

4. <u>ISSUES AND OPTIONS</u>

4.1. Public Libraries New Zealand (PLNZ) National Data Collection results

- 4.1.1. Waimakariri Libraries recently began collating 2024/2025 statistics as part of the Public Libraries New Zealand (PLNZ) National Data Collection initiative.
- 4.1.2. The initiative involves public libraries from across Aotearoa sharing key performance statistics including in-person visitation, lending across physical (book) and digital collections across age ranges, and event and programme attendance.
- 4.1.3. Some notable results include:

- 383,959 individual in-person visits across the three libraries. This was slightly down on record volumes last year (394,198) but the shortfall can be attributed to the closure at Rangiora for the refit in March which reduced attendance by around 10,000 visits. This is a significant result, reflecting continued community growth and demand on our services and spaces.
- An increase of 954 active library members (total of 18,344). An active library member is a registered member with activity registered against their library card such as a book being issued or attending a event.
- An increase of 677 active borrowers (total of 14,614). An active borrower is a registered member that has borrowed a physical item over the past 24 months.
- An increase of 40,340 individual digital loans (total of 135,522), reflecting increasing demand for eBooks and other borrowable digital items.
- An additional 58 individual events and programmes held within the three libraries (total of 1,224). This includes one-off events such as author talks, and external partnerships in addition to regular programmes such as reading groups and curriculum-based digital skills sessions.
- An additional 3,060 in-person visits for events and programmes (total of 23,650 attendees).
- 4.1.4. The result reflects growing community demand for library services in Waimakariri and the continual evolution of libraries as community hubs in the broadest sense; reflecting libraries as places where our community come together to learn important skills, connect socially, and be entertained and inspired.

4.2. Waimakariri Libraries' Robotics Club triumph at Aquabots Regional Competition



Figure 1: Members of the Robotics Club with their robot, Kaiapoi River Queen.

4.2.1. Waimakariri Libraries are incredibly proud of our Robotics Club participants, who recently competed in the Aquabots Regional Competition for the first time and took home a number of awards. Notably, they were awarded first

- place in the "monitoring" task, second in the quiz category, and first place overall in the primary school-age division, finishing 5th overall out of more than 15 school teams from the Canterbury region. The result means they have now qualified for the national competition in Wellington.
- 4.2.2. Earlier this year, Waimakariri Libraries formed the team to compete in the Aquabots regional league which centres on the topic of engineering and water conservation. This year's theme centred on marine reserves, specifically Goat Island / Te Hāwere-a-Maki which is New Zealand's first marine sanctuary, established in 1975 and home to over 100 species of marine life.
- 4.2.3. The team designed and built an underwater ROV (remotely operated vehicle) named *Kaiapoi River Queen* to complete a series of underwater tasks. They also researched the theme and presented their engineering process and personal learning journey to a judging panel.
- 4.2.4. The team worked with Ministry of Inspiration and practiced at Kaiapoi Borough School, who generously shared their pool and facilities. The children learned and explored key STEAM concepts such as buoyancy, refraction, and Newton's Laws, and how it affects their robot.
- 4.2.5. At the regional event held at Jellie Park on the 22nd of August, the team tackled tasks such as "fixing a broken sensor" and "connecting power caps," all while having to overcome underwater challenges like lighting and water distortion. They also completed a quiz on Goat Island and presented their slideshow to a Learning Specialist from Christchurch City Libraries.
- 4.2.6. They couldn't make the practice session the day before, so this was their first and only run of the robot tasks (there are no re-dos!) so they were quite nervous. However, what truly stood out was not just their technical skills, but their emotional intelligence and collaborative spirit on the day.
- 4.2.7. Throughout the challenges, they showed deep empathy and maturity by offering constructive support when things didn't go as planned, stepping back when things were going wrong, and showing outstanding sportsmanship by sharing tools and equipment with other teams. Their ability to self-regulate, communicate, and uplift one another was a fantastic reflection of the values we aim to grow in the club.
- 4.2.8. They've now qualified for the National Aquabots competition on the 30th of November, and we're currently exploring ways to support their participation at minimal cost to each of their families / whānau.
- 4.2.9. NZ AquaBots is the first underwater robotics programme for school-aged children in New Zealand. In this innovative underwater robotics program, school-aged children learn engineering concepts and hone skills in problem solving, teamwork, scientific communication, and technical applications. Building an aquabot teaches basic skills in design and encourages students to explore naval architecture and marine and ocean engineering principles. It also teaches basic science, electrical concepts, tool safety and technical procedures.
- 4.3. Popular Term 3 School Holiday programme to inspire and delight



Figure 2: Advanced LEGO kit provided by House of Bricks.

- 4.3.1. Waimakariri Libraries play a vital role in supporting children's development, learning, and wellbeing. For school-aged children, they help build literacy and language skills through reading programmes and access to age-appropriate technologies and experiences. These early experiences lay the foundation for lifelong learning.
- 4.3.2. Waimakariri Libraries will be offering a number of programmes over the Term 3 School Holidays (Saturday, September 20 to Sunday, October 5) that will be led by staff or delivered by experienced external partners. These experiences will be offered at each of the libraries, giving children from across the district the opportunity to participate and connect socially.
- 4.3.3. House of Bricks will be bringing its creativity and construction magic to our libraries, with exciting LEGO-building fun, where imaginations run wild and bricks become masterpieces. House of Bricks was founded by Rachel de Vries (Qualified LEGO® Serious Play® Facilitator and LEGO® Masters NZ Season 2 Semi-Finalists) and brings advanced LEGO experiences to communities including schools and libraries. This will be the first time that they will be offering this experience in Waimakariri.
- 4.3.4. Children will be utilising the Tinker Zone to learn how to create a model light-up house using the library craft cutter. They'll personalise and design a cut-out house, then use the Cricut craft cutter to bring their vision to life. They will then assemble the pieces to craft a one-of-a-kind house that shines beautifully when LED lights are put inside. This activity is suitable for families to attend together, including grandparents, providing opportunities for generational connection and learning.

4.3.5. Virtual Reality (VR) Sessions will be offered at all three locations these school holidays. Each drop in session will enable children and caregiver to explore games and highly immersive educational content in a safe environment.

4.4. Te Wiki o Te Reo Māori events in libraries throughout September



- 4.4.1. Te Wiki o te Reo Māori in 2025 will be held from September 14–20, 2025, marking the 50th anniversary of the annual celebration of the Māori language.
- 4.4.2. Waimakariri Libraries will be hosting events throughout September / Mahuru including Kapa haka performances by our local schools / kura, our instagram quizzes and challenges, and by watching the film Moana 2 in Te Reo Māori at a special screening.
- 4.4.3. The first event started with an energetic Kapa haka performance by students of Ashgrove School on 1 September. The visit was well-attended by students, educators and their families.
- 4.5. Get Bookish event provides connects community with library staff



Figure 3: Readers connecting with library staff to showcase the many collections held by Waimakariri Libraries.

- 4.5.1. Waimakariri Libraries recently hosted our very first Get Bookish event a late-night programme held at Rangiora Library that brought together a mix of Collections team members and wider library staff to celebrate the magic of reading and connection.
- 4.5.2. The space was transformed into a welcoming hub, complete with shared seating, curated book displays showcasing a range of collections, and some tasty kai to keep the energy flowing. Assistant Librarian Amy Hallmark took the reins as MC, guiding the evening with warmth and enthusiasm as each team member introduced themselves, unpacked the collections they were highlighting, and shared a bit about their role within the library network.
- 4.5.3. A lively Q&A session followed, running longer than expected thanks to the genuine curiosity and engagement from our community / hapori. It was heartening to see such vested interest in the work / mahi we do, and the conversations sparked were thoughtful and affirming. After the Q&A, we broke out into our Collection stations, where staff recommended titles tailored to each participant. Everyone left with something for them from the shelves.
- 4.5.4. We welcomed 20 community members, ranging in age, all keen to dive into our collections. The feedback was overwhelmingly positive, with many expressing appreciation for the event and asking when the next one might be.
- 4.5.5. Many staff 'presented' their favourite parts of the collection, including Amy Hallmark, Beth Tavui, Irene Rodgers, Maria Bagrie, Melissa Thomas, Richard Shepherd and Ciaran Findlay. It's intended that a follow up session will be held in the coming months where stories are shared, connections are made, and our community comes together around the joy of reading.

Implications for Community Wellbeing

There are various initiatives that promote positive community wellbeing outcomes in the issues and options that are the subject matter of this report. Notably, the initiatives delivered by the libraries team and/or external partners are developed to promote community wellbeing, foster community connection, and provide opportunities for lifelong learning.

4.6. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are likely to be affected by, or have an interest in, the subject matter of this report. Waimakariri Libraries provide access to important historical resources, promoting cultural preservation and fostering educational opportunities. Our libraries hold collections relating to Te Ngāi Tūāhuriri, including art, photographs, maps, and books, which are vital for preserving and promoting mātauranga māori (Māori knowledge). Our libraries regularly connect with mana whenua through programmes and events, including Matariki and Te Wiki o te Reo Māori, also known as Māori Language Week.

5.2. Groups and Organisations

While there are no specific groups or organisations affected as a result of the recommendations in this report, the Waimakariri Libraries service provides events and programmes for a number of groups and organisations. The events and programmes vary, however, all initiatives provide significant benefit for the groups and individuals involved.

5.3. Wider Community

Waimakariri Libraries has growing visitor numbers, attendance at events and programmes, and borrowing across physical and digital collections.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

The below summary report is dated to July 2025.

Library Summary Report July 2025

	Actual	Budget
Revenue		
Revenue	8,177	8,685
Rates	481,195	472,122
Grants	-	-
Development Contributions	-	23,316
	489,373	504,123
Operating Expenses	246,398	257,934
Maintenance	37,440	49,366
Overheads	626	102,224
Internal Interest	-	1,106
Depreciation	-	91,898
	284,463	502,528
Surplus/ (Deficit)	204,910	1,595

Revenue is mostly derived from the sale of withdrawn books, the replacement of lost books where this is recovered from members, and consumables relating to printing, 3D printing and craft materials. Libraries operate to a cost recovery model for consumables where possible.

The underspend in operating expenses can be attributed to lower electricity costs compared to forecasted levels. The underspend in maintenance is related to insurance costs which are lower than anticipated.

6.2. Sustainability and Climate Change Impacts

The recommendations in this report do have sustainability and/or climate change implications. Libraries promote sustainability by providing wide-ranging collections and resources that are borrowed extensively, including digital resources that carry a reduced carbon footprint. In addition, public libraries are providers of information and play a role in teaching environmental literacy by educating communities to learn about climate issues. The availability of emergent technologies and equipment such as sewing machines in a library setting reduce the need for community members to purchase their own technology and enable the community to repair and repurpose their own items.

6.3. Risk Management

There are no specific risks arising from the adoption/implementation of the recommendations in this report. Given the

6.4. Health and Safety

There are no Health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

7.3. Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

7.4. Authorising Delegations

The Community and Recreation Committee have the delegation to receive this report.