

Welcoming Communities Te Waharoa ki ngā Hapori

Applicant Accreditation Manual Pukatohu Whakamanatanga mā te Kaitono

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1. Introduction – Kupu whakataki



Welcoming Communities – Te Waharoa ki ngā Hapori supports local government councils (councils) and their communities to create welcoming and inclusive environments for newcomers – recent migrants, former refugees and international students.

It involves local residents in developing, delivering and participating in welcoming activities. This approach creates communities where everyone can belong, participate, contribute and thrive. It helps increase social engagement, build social connections and grow social inclusion. This generates economic, social, civic and cultural benefits for the community.

A council¹ and its community² can choose to become accredited as a Welcoming Community through a four-stage model – Committed, Established, Advanced and Excelling. This manual gives guidance on the Welcoming Communities accreditation model and processes.

Accreditation formally recognises that a council and community have met the outcomes in the Welcoming Communities Standard for New Zealand (*the Standard*). It sets the community apart as being intentionally welcoming and inclusive.

The Standard provides councils and communities with a benchmark for what a successful Welcoming Community looks like. It is a critical component of the Immigration New Zealand (INZ)-led programme. The Standard's outcomes describe what you would expect to see in a community that has taken a deliberate and considered approach to become more welcoming to all its newcomers³.

Implementing the Welcoming Communities programme is a partnership between INZ, the participating councils and the Office of Ethnic Communities. Other agencies, such as the Ministry of Youth Development and the New Zealand Human Rights Commission, also have an interest in the programme. Welcoming Communities is part of a broader international welcoming network which includes more than 275 local municipalities/councils around the world. INZ works closely with others in the global welcoming network, including *Welcoming International*, *Welcoming Cities* (an initiative of Welcoming Australia) and *Welcoming America*.

Informed by the programme's principles⁴, the accreditation model includes two key Māori cultural values that underpin the programme. They are Whanaungatanga, the importance of relationships, and Manaakitanga, the value of extending hospitality and caring for other people in Aotearoa New Zealand.

Councils participating in Welcoming Communities are taking a leadership role to implement the programme with their communities, cities, regions and districts. Bringing together voices, views and input from newcomers and the broader receiving community is fundamental to the success of Welcoming Communities.

1 The use of the term council, in the singular, also refers to groups of councils.

2 The term 'community' is used throughout this document in the singular, but it is intended to be an inclusive term to cover communities, cities, districts and regions participating in the programme.

3 Refer to the Glossary for more explanation of the terms used.

4 Refer to *Appendix 1*.

In line with this approach, a number of stakeholders have supported the co-design of the accreditation model. It is a model INZ expects will evolve over time to reflect changes in the Welcoming Communities programme. Refer to [Section 7](#) for acknowledgements.

E tautoko ana a Te Waharoa ki ngā Hapori – Welcoming Communities, i ngā kaunihera ā-rohe me ō rātou hapori ki te whakarite i ngā hapori whakamanuhiri me te hapori whakauru tangata, hei painga mō ngā tauhou ki te hapori – arā, ngā tāngata kua hūnuku mai i tāwāhi, ngā rerenga o mua me ngā tauira nō tāwāhi. He toro atu ki ngā kainoho o te hapori ki te whakarite, ki te whakahaere me te uru ki ngā whakamanuhiritanga i tēnei hunga. Mā tēnei e wātea ai te hapori katoa ki te rongongā tāngāengae ki te wāhi, te uru ki ngā mahi, te takoha, me te oranga tōnuitanga. Mā tēnei ka pakari ake te taha ki te mahi ā-hapori, te whakatānekaha i ngā hononga ā-hapori, me te whakatipu i te mahi ngātahi ā-hapori. Mā konei ka puta ngā hua ā-oaha, ā-hapori, ā-ahurea anō hoki ki te hapori.

Ka wātea te kōwhiringa ki ngā kaunihera me ōna hapori kia mana ai rātou hei Hapori Whakamanuhiri mā te whai i te rautaki whā-wāhanga nei – arā ko te Whakaū, Whakapūmau, Whanake, Kounga. Ka kitea, i roto i te rautaki nei, ngā tukanga o te rautaki whakamana i ngā Hapori Whakamanuhiri.

He whakamanatanga ōkawa tēnei e kī nei kua tutuki i ngā kaunihera me ngā hapori ngā whāinga i roto i te Paerewa Hapori Whakamanuhiri o Aotearoa ([te Paerewa](#)). Ka kīia ai ēnei hapori, hei hapori whakaaro nui ki te whakamanuhiri, ki te whakauru tangata.

Ka tukua e Te Paerewa ki ngā kaunihera me ngā hapori te taumata e whāia ana e te Hapori Whakamanuhiri angitu. He wāhanga nui tēnei i roto i te rautaki a te Ratonga Manene. Ka whakamārama ngā whāinga o Te Paerewa i ngā āhuatanga ka kitea i tētahi hapori kua ahu whakamua kia whakamanuhiri ake ki tōna iwi tauhou.

He mahinga ngātahi te rautaki Hapori Whakamanuhiri nā te Ratonga Manene, ngā kaunihera kua uru ki te kaupapa me Te Tari Mātāwaka. Ka tautokona hoki ngā kaunihera e Te Manatū Whakahiato Taiohi me Te Kāhui Tika Tangata ki te whakahaere i te rautaki. He wāhanga te rautaki nei nō tētahi rautaki whakamanuhiri ā-ao me ētahi kaunihera 140 puta noa i te ao. Ka pātata te mahi tahi a te Ratonga Manene ki ngā ratonga ā-ao, pēnei me [Welcoming International](#), [Welcoming Cities](#) (Australia) me [Welcoming America](#).

E ai ki ngā mātāpono o te rautaki, e rua ngā mātāpono Māori ka noho hei pou mō te rautaki. Arā, ko te Whanaungatanga, ko te hiranga o ngā hononga, me te Manaakitanga, te manaaki i ngā tangata puta noa i Aotearoa.

Ka noho ngā kaunihera kua uru ki tēnei kaupapa, ki Hapori Whakamanuhiri, hei upoko i roto i ngā mahi whakaū i te rautaki me ō rātou hapori, tāone, rohe anō hoki. He whakakotahi i ngā reo, i ngā tirohanga, i ngā whakaaro o ngā tauhou, otirā o te hapori whānui, e eke angitu ai te rautaki Hapori Whakamanuhiri.

Why become accredited?

Accreditation as a Welcoming Community has a range of benefits, including:

- › showing a community values and welcomes newcomers
- › helping to attract, support and retain newcomers
- › showing that a council is part of an international welcoming network
- › providing councils with access to ongoing support, resources, knowledge sharing and networking in New Zealand and overseas
- › showcasing new and existing welcoming activities on the national and international stage
- › providing a way to assess and reflect on progress and to improve welcoming practices
- › celebrating success and a shared pride in positive outcomes for the community
- › fostering conversations in the community around valuing inclusion and diversity.

Characteristics of the Welcoming Communities accreditation model and processes

The Welcoming Communities accreditation model and processes are designed to:

- › strike the right balance between being robust, credible and rigorous while also being achievable and straight forward
- › set clear expectations and requirements for what is required to achieve accreditation
- › drive positive change and foster a continuous improvement approach
- › recognise collaboration and partnerships established under Welcoming Communities and reward progress over time.

How to read this manual

Accreditation is one component of the Welcoming Communities programme. This manual should be read in conjunction with the Standard and other key documents on [INZ's website](#).

Section 2 provides an overview of the accreditation model.

Section 3 describes each stage of accreditation in stand-alone segments. The layout is designed to enable the reader to review information on one stage independently from other stages. A brief description on how to apply for each stage is included in this section.

Section 4 gives information about the logistics and roles and responsibilities of the accreditation process, including a visual overview.

Section 5 covers support provided by INZ for accreditation applicants.

Section 6 provides a glossary of the terms used.

Section 7 lists acknowledgements.

The appendices are for reference only. The resources can be downloaded from the Welcoming Communities accreditation page on [INZ's website](#). The exceptions to this are the:

- › Statement of Commitment, which is adapted for each applicant
- › Self-assessment Workbook, which is an Excel file

The Statement of Commitment and Self-assessment Workbook are available directly from INZ's Welcoming Communities team at welcomingcommunities@mbie.govt.nz

2. Overview of the accreditation model – Tirohanga whānui



This section provides an overview of the accreditation model and its component parts.

Components of the Welcoming Communities accreditation model

Accreditation is a staged model

Welcoming Communities has adopted a staged accreditation model with increasing requirements and benefits at each stage. The four stages are:

- › Stage 1 – Committed
- › Stage 2 – Established
- › Stage 3 – Advanced
- › Stage 4 – Excelling

Refer to [Section 3](#) for more information.

Progression between stages is optional

Councils are not required to progress through the stages of accreditation. However, a council and its community are expected to proactively develop and implement their Welcoming Plan⁵.

Progress is self-paced

A council can choose how quickly it moves through the stages of accreditation. To make sure activities stay current accreditation expires every three years. If a council wishes to remain accredited after this time it must submit a new application to renew or progress its accreditation. In exceptional circumstances the accreditation period can be extended for up to five years. The circumstances must be beyond the reasonable control of a council – for example, a state of civil emergency. A council is encouraged to talk to INZ's Welcoming Communities team if it does not think it is ready to apply for accreditation at the next stage or to renew its current stage.

The Established stage is not mandatory

If a council believes it is performing at stage 3 (Advanced), it does not have to apply for stage 2 (Established). It can instead, with its community, submit an application for the Advanced stage. Accreditation as an Advanced Welcoming Community assumes the conditions of an Established Welcoming Community are also met and the accompanying benefits are awarded.

Each stage has different features

Each stage in the accreditation model has a set of features that describe what is expected from a council and community at that stage. All the features need to be present or in progress to be accredited. Checklists are provided to help a council determine what stage it is at and if it is ready to apply for the next stage of accreditation. Refer to [Appendix 2](#) for Features Checklists.

Councils also need to provide evidence to demonstrate they are meeting the sub-outcomes in the Standard. The percentage of sub-outcomes to be achieved increases with each stage – from 50 per cent at the Established stage to 70 per cent for Advanced and 90 per cent for Excelling.

Self-assessment is required for all stages (except Committed)

To apply for accreditation at any stage (except Committed) a council must first assess itself. Refer to [Appendix 3](#) for the Application Form and [Appendix 4](#) for information on the Self-

⁵ Refer to the Glossary.

assessment Workbook. The self-assessment includes rating progress in meeting the sub-outcomes in the Standard. Refer to [Section 3](#) for more information about the rating scale and [Appendix 5](#) for guidance on completing the workbook.

A council can use the Self-assessment Workbook at any time to review its progress in meeting the sub-outcomes and see if it is ready to apply for the next stage of accreditation.

Applications are externally assessed

The Welcoming Communities External Accreditation Assessment Panel (the Panel) conducts a paper-based review at stage 2 (Established) and a paper-based review and a site visit at stages 3 and 4 (Advanced and Excelling). The Panel reports its findings in the External Accreditation Assessment Report (the Report). Refer to [Appendix 6](#) for an example of the Report. It includes the Panel's:

- › comments on whether the council has the features of the accreditation stage
- › its ratings against each sub-outcome
- › comments on strengths and suggestions for areas of improvement for each of the Standard's eight elements
- › a recommendation for accreditation to be awarded or not.

INZ's National Manager Refugee and Migrant Support approves the Panel's recommendation.

There is a resubmission process

The Panel may recommend that a council should not be awarded accreditation at a particular stage. In that situation the Panel provides a list of recommendations to address gaps and meet requirements. A council is invited to resubmit its application at no extra cost in a mutually agreed timeframe, taking into consideration the recommendations. INZ's Welcoming Communities team can support a council during a resubmission process.

Progress is recognised

An essential part of the accreditation model is to recognise and acknowledge the achievements of councils and their communities. On accreditation, a council receives a certificate on behalf of its community and is profiled on INZ's website. Councils awarded Advanced and Excelling stages are announced by a media release.

Accreditation provides financial and non-financial benefits

As covered in [Section 1](#), accreditation provides an opportunity for a council and its community to reflect on and assess progress over time. It also underpins planning for ongoing improvement and change. It's a way of confirming to potential, new and existing residents that a community is a great place to live, work and visit. In addition, with each stage of accreditation INZ provides non-financial and financial benefits to reward, recognise and encourage a council and its community.

INZ offers support during the accreditation application process

INZ's Welcoming Communities team is on hand to assist a council as it prepares its application for accreditation. For example, the Welcoming Communities team can provide feedback on a council's draft application and evidence selection.

Differences in the way the programme is delivered across different communities, cities, districts and regions are catered for

Applications for accreditation can be received from individual councils and groups of councils on behalf of their communities, cities, districts or regions.

For the most part, a Welcoming Communities Coordinator is employed by the council. This person can be an existing staff member who is designated as the Welcoming Communities Coordinator. The role will be reflected in their

job description. Alternatively the person can be an external appointee specifically recruited for the role. Any change to these arrangements is agreed on a case-by-case basis.

The total amount of seed funding available to employ a coordinator is the same whether the applicant is a single council or a group of councils.

Once accredited at the top stage (Excelling) it may not be necessary for the council to have a dedicated Welcoming Communities coordinator.

For example, the work could be managed from within the council's teams.

Individual councils (or groups of councils) involve their community in the application process. How this is done is determined by each council in consultation with its community.

The pace at which individual councils, within a group of councils, implement the Welcoming Communities programme may differ. However, as part of the accreditation process each council must be able to show it is making a genuine effort to meet the Standard's sub-outcomes.

Relationship between the Standard, Welcoming Plans and accreditation

The outcomes-based **Standard** is divided into eight areas. These are called elements:



Element 1 – Inclusive Leadership



Element 2 – Welcoming Communications



Element 3 – Equitable Access



Element 4 – Connected and Inclusive Communities



Element 5 – Economic Development, Business and Employment



Element 6 – Civic Engagement and Participation



Element 7 – Welcoming Public Spaces



Element 8 – Culture and Identity

Each element has an overarching outcome and between two and six sub-outcomes. There are a total of 30 sub-outcomes in the Standard.

Activities in a **Welcoming Plan** set out what each council with its community will do to meet each of the sub-outcomes in the Standard.

Accreditation assesses how well a community is meeting the Standard's sub-outcomes through implementing its Welcoming Plan. The accreditation process also confirms that a council and community are demonstrating the features expected in a Welcoming Community.

Table 1: The Welcoming Communities accreditation model at a glance

Stage	High-level description	Assessment
Stage 1 Committed	A Committed Welcoming Community commits the Mayor, the council, its CEO and other community partners to participate in Welcoming Communities. A dedicated Welcoming Communities coordinator is appointed and the council is beginning to promote and socialise the programme.	<ul style="list-style-type: none"> › A council passes a resolution and the public are notified. › A coordinator is appointed. › A Statement of Commitment and Funding Agreement are signed.
Stage 2 Established	An Established Welcoming Community is clear about what it wants to achieve, has a Welcoming Plan and has started implementing activities. Governance, advisory, project management and monitoring arrangements are in place. The council has established partnerships with others in the community to promote and implement the programme. At least 50 per cent of the sub-outcomes (15 of 30 sub-outcomes) in the Standard are met.	<ul style="list-style-type: none"> › Council self-assessment reviewed by the External Accreditation Assessment Panel (the Panel). › The Panel completes a review exercise and the External Accreditation Assessment Report (the Report).
Stage 3 Advanced	An Advanced Welcoming Community is moving towards fully implementing its Welcoming Plan and demonstrating it is achieving the Standard's sub-outcomes. The council and its community are confident about how to deliver successful welcoming activities and are trialling new and innovative activities. Outcomes are monitored and measured. Partnerships and collaboration are features of the programme's operation. At least 70 per cent of the sub-outcomes (21 of 30 sub-outcomes) in the Standard are met.	<ul style="list-style-type: none"> › External assessment. › The Panel completes a review exercise, site visit and the Report.
Stage 4 Excelling	An Excelling Welcoming Community has implemented almost all of its original Welcoming Plan activities and demonstrates excellence in achieving the Standard's sub-outcomes. The council and its community are reflecting on their successes and sharing their knowledge and experience with other councils and communities in the network. Outcomes are monitored and measured. Others see them as leaders in planning for and managing good settlement outcomes for newcomers. At least 90 per cent of the sub-outcomes (27 of 30 sub-outcomes) in the Standard are met.	<ul style="list-style-type: none"> › External assessment. › The Panel completes a review exercise, site visit and the Report.

Application Fees	Recognition from INZ	Benefits	Period of recognition
None	Announcement and certification	<ul style="list-style-type: none"> › Seed funding – \$50,000 for 3 years on signing a funding agreement with MBIE. › Access through INZ to national and international resources, support, guidance and advice. › Achievements are showcased on INZ's website. › Access to national Welcoming Communities workshops. › Regular newsletters and networking opportunities. 	Up to 3 years
\$1,000	Announcement and certification	<ul style="list-style-type: none"> › Non-financial benefits as per Committed. › If accredited as Established in the first 3 years the balance of the seed funding continues to be paid. › A one-off financial contribution towards implementing new Welcoming Communities activities (\$9,500). This only applies the first time a council is accredited at this stage. › Eligible to apply for national awards. 	Up to 3 years
\$1,500	Announcement, certification and media release	<ul style="list-style-type: none"> › Non-financial benefits as per Committed. › If accredited as Advanced in the first 3 years the balance of the seed funding continues to be paid. › A financial contribution towards the professional development of the Welcoming Communities team (\$2,000). › Case studies are featured in INZ publications and through international channels such as Welcoming International. › Eligible to apply for national awards. 	Up to 3 years
\$1,500	Announcement, certification and media release	<ul style="list-style-type: none"> › Non-financial benefits as per Committed. › A financial contribution towards the professional development of the Welcoming Communities team (\$2,500). › Case studies are featured in INZ publications and through international channels such as Welcoming International. › Eligible to apply for national awards. › Support from INZ to leverage off status nationally and globally. 	Up to 3 years

3. Stages of accreditation – Whakatohutohu



This section provides more information about the four stages of accreditation. Refer to *Table 1* for a summary of the stages at a glance.

Stage 1 – Committed Welcoming Community

A Committed Welcoming Community commits the Mayor, the council, its CEO and other community partners to participate in Welcoming Communities. A dedicated Welcoming Communities coordinator is appointed and the council is beginning to promote and socialise the programme.

This stage comes right at the beginning of the welcoming journey. It is expected a Committed Welcoming Community will start to introduce and implement the programme and actively work towards achieving the features of an Established Welcoming Community and the sub-outcomes in the Standard within three years. Initial actions in this stage include setting up governance and advisory group arrangements and engaging with tangata whenua.

Table 2: Features of a Committed Welcoming Community

Council resolution	<ul style="list-style-type: none"> › The council passes a resolution to participate in Welcoming Communities.
Funding agreement	<ul style="list-style-type: none"> › The council signs a funding agreement with the Ministry of Business, Innovation and Employment (MBIE). The agreement stipulates project tasks and reporting requirements.
Welcoming Communities coordinator	<ul style="list-style-type: none"> › A dedicated council Welcoming Communities coordinator is appointed to introduce the programme to the community. They guide and facilitate its implementation with other council staff and the community.
Public notification	<ul style="list-style-type: none"> › Public notification of commitment is made – for example, on the council’s website.
Statement of Commitment	<ul style="list-style-type: none"> › A Statement of Commitment is signed by the Mayor and the council’s CEO and sent to INZ. Refer to Appendix 7 for an example of the Statement of Commitment. On request to INZ, the Statement of Commitment is adapted to cater for groups of councils or, if councils wish, to have tangata whenua or community partners also sign the form.

Recognition

Accreditation as a Committed Welcoming Community is acknowledged by an announcement on the Welcoming Communities pages on INZ’s website. The council, on behalf of its community, also receives a Certificate of Accreditation (Committed).

Benefits

Accreditation as a Committed Welcoming Community gives access to substantial financial and non-financial benefits.

Signing the funding agreement triggers the first of three annual payments of \$50,000 seed funding to contribute to the salary costs for a dedicated council Welcoming Communities coordinator. A council may wish to 'top up' this contribution to a full-time salary.

In addition, INZ provides ongoing non-financial benefits to a council. These include:

- › support, guidance and advice from INZ, including site visits from INZ's Wellington-based Welcoming Communities staff and the regionally-based Relationship Managers
- › access to accreditation and its associated benefits and recognition
- › opportunities to network with councils and communities already members of the New Zealand welcoming network, as well as those operating overseas
- › access to bespoke Welcoming Communities [resources](#) to assist a council with its on-the-ground delivery role
- › information on national and international settlement and community development best practice
- › participation in national Welcoming Communities workshops
- › support for a council as it monitors and evaluates the programme
- › opportunities to feature on INZ's website under [Our stories](#) and in INZ publications
- › regular update newsletters.

Period of accreditation

Accreditation as a Committed Welcoming Community lasts for up to three years. After three years a council, along with its community, must apply to either renew its

accreditation as a Committed Welcoming Community or progress to another stage of accreditation.

Application fees

There are no fees to be accredited as a Committed Welcoming Community.

Assessment

A council is accredited as a Committed Welcoming Community when it demonstrates a commitment to participate in the Welcoming Communities programme. To do this a council appoints a dedicated Welcoming Communities coordinator, publicly notifies its participation in Welcoming Communities and passes a council resolution to that effect. It also signs a Statement of Commitment and funding agreement with MBIE.

How to apply

Before applying it is recommended a council talks to INZ's Welcoming Communities team and reviews the Features Checklist for a Committed Welcoming Community (refer to [Appendix 2](#)) to be sure it meets the features of the Committed stage. Application instructions are as follows:

1. Request a tailored Statement of Commitment from the INZ Welcoming Communities team⁶.
2. Arrange for the appropriate signatories to sign the Statement of Commitment.
3. Download the Application Form from the Welcoming Communities accreditation page on [INZ's website](#).
4. Complete the Application Form.
5. Email copies of the completed Application Form and Statement of Commitment to welcomingcommunities@mbie.govt.nz

⁶ A bespoke Statement of Commitment is developed to cater for groups of councils or if councils wish to have others sign the form.

Stage 2 – Established Welcoming Community

An Established Welcoming Community is clear about what it wants to achieve, has a Welcoming Plan and has started implementing activities. Governance, advisory, project management and monitoring arrangements are in place. The council has established partnerships with others in the community to promote and implement the programme.

Having conducted its stocktake and benchmarked itself against the Standard, a council works with its community to develop a Welcoming Plan. A Welcoming Plan includes a suite of welcoming activities intended to deliver the outcomes under each of the eight elements in the Standard.

In some instances a council may have an existing diversity and inclusion plan that can serve as its Welcoming Plan. An appendix may be necessary to cover all aspects of the Standard.

Application for the Established stage is not mandatory. If a council believes it is performing as an Advanced Welcoming Community, it does not have to submit an application for the Established stage. It can instead submit an application for the Advanced stage. Accreditation as an Advanced Welcoming Community assumes the conditions of an Established Welcoming Community are also met and the accompanying benefits are awarded.

We recommend councils that want to build their capacity and capability in a considered way apply for accreditation at the Established stage. It provides a council with the opportunity to reflect on its progress and apply learnings along the way.

Table 3: Features of an Established Welcoming Community

Infrastructure and set up	<ul style="list-style-type: none"> › A dedicated council Welcoming Communities coordinator is in place to implement the Welcoming Communities programme, in association with other council staff. › Teams from across a council are contributing to the programme's success. › The council and the community have opportunities to build cross-cultural competence. › Governance arrangements are in place – for example, a steering group of council staff and elected councillors and an advisory group of community representatives and partner agencies. › Project management, reporting and communication arrangements are in place.
Promotion and stakeholder engagement	<ul style="list-style-type: none"> › Welcoming Communities is introduced, socialised and promoted within the council and in the community. › Tangata whenua have a presence, at the level they determine, within the programme. Tangata whenua are the indigenous Māori people of Aotearoa New Zealand, including iwi (tribes), hapū (subtribes) and other hapori Māori (Māori communities). › Relationships within the community are being built and links with community leaders and other key stakeholders are being established.

Stocktake and benchmarking	<ul style="list-style-type: none"> › A council-led stocktake, report and assessment of council policies, services, programmes and activities across the eight elements of the Standard are completed. Strengths, gaps and opportunities have been identified. › A council and community collaborative stocktake and report on community-led inclusion and diversity activities are completed. › The combined stocktake findings are used to benchmark the council and the community against the Standard. The results, along with community-wide consultation, inform the content of the Welcoming Plan.
Welcoming Plan	<ul style="list-style-type: none"> › Community partners work with the council and community to develop and implement Welcoming Plan activities. › A Welcoming Plan is developed with the local community and published. Implementation is underway. The council (or a delegated sub-committee) has approved or endorsed the Welcoming Plan. › The Welcoming Plan includes new and innovative initiatives as well as enhanced or refreshed existing activities.
Celebrating success	<ul style="list-style-type: none"> › The Welcoming Communities programme is promoted via the council's website and a range of other channels. › The council and community are starting to celebrate success – for example, the launch of a Welcoming Plan.
Monitoring and evaluation	<ul style="list-style-type: none"> › A council-led monitoring and evaluation approach is being developed to assess the success of individual Welcoming Plan activities and longer-term changes.
Delivery of Welcoming Plan activities and sub-outcomes	<ul style="list-style-type: none"> › Delivery of Welcoming Plan activities is underway and the council is meeting at least 50 per cent of the sub-outcomes (15 of 30 sub-outcomes) in the Standard.

Recognition

Accreditation as an Established Welcoming Community is acknowledged by an announcement on the Welcoming Communities pages on INZ's website. The council, on behalf of its community, also receives a Certificate of Accreditation (Established).

first time a council is accredited it receives a one-off financial contribution towards implementing new Welcoming Plan activities (\$9,500). As an Established Welcoming Community, the council and community are eligible to apply for national awards.

Benefits

Accreditation as an Established Welcoming Community gives access to all the non-financial benefits of a Committed Welcoming Community. If a council is accredited as an Established Welcoming Community within the first three years of operation, the balance of the seed funding is paid. Furthermore, the

Period of accreditation

Accreditation as an Established Welcoming Community lasts for up to three years. After three years a council, along with its community, must apply to either renew its accreditation as an Established Welcoming Community or progress to the next stage of accreditation.

Application fees

A council is required to pay a fee of \$1,000 per Established Welcoming Community application as a contribution towards the external accreditation assessment costs for this stage.

Assessment

In the first instance, a council completes the Self-assessment Workbook to see if it has the features of an Established Welcoming Community and meets the sub-outcomes in the Standard. Refer to **Appendix 4** for information on the Self-assessment Workbook.

To be assessed as an Established Welcoming Community all the features need to be present or in progress.

A council then submits between three and five pieces of evidence for each sub-outcome across all the eight elements in the Standard. It rates the extent to which it has met each sub-outcome on a scale of 1 to 5. At least 50 per cent of the Standard's sub-outcomes (15 of 30 sub-outcomes) need to be rated 3 or higher to qualify for the Established stage.

The scale of 1 to 5 is based on the following descriptions:

1. There is **no evidence** the council has started working towards meeting the sub-outcome.
2. The evidence shows the council has **just started** working towards meeting the sub-outcome.
3. The evidence shows the council is **progressing** towards meeting the sub-outcome but still has some work to do to get there.
4. The evidence shows the council has **almost met** the sub-outcome.
5. The evidence shows the council has **met** the sub-outcome.

The Self-assessment Workbook is submitted for review by the Panel.

The Panel reviews the self-assessment and reports on its findings. The Panel comments on whether the council has the features of an Established Welcoming Community, its ratings against the sub-outcomes and comments on strengths and suggestions for areas of improvement for each of the eight elements of the Standard. The Panel then recommends whether the accreditation should be awarded or not. The lead assessor may contact a council for more information.

How to apply

Before applying it is recommended a council reviews the Features Checklist for an Established Welcoming Community (refer to **Appendix 2**). Application instructions are as follows:

1. Download the Application Form from the Welcoming Communities accreditation page on [INZ's website](#).
2. Request the Self-assessment Workbook from welcomingcommunities@mbie.govt.nz
3. Complete the Self-assessment Workbook.
4. Complete the Application Form.
5. Print off and place hard copies of the evidence into the ring binder provided.
6. Email copies of the Application Form, the Self-assessment Workbook, your Welcoming Plan and any letters of support to welcomingcommunities@mbie.govt.nz
7. Courier the ring binder with a hard copy of the completed Application Form to the Welcoming Communities Programme Manager at INZ, MBIE, 15 Stout Street, Wellington, 6140.

Refer to **Appendix 5** for more detailed guidance notes on completing the Self-assessment Workbook.

Stage 3 – Advanced Welcoming Community

An Advanced Welcoming Community is moving towards fully implementing its Welcoming Plan and demonstrating it is achieving the Standard's sub-outcomes. The council and its community are confident about how to deliver successful welcoming activities and are trialling new and innovative activities. Outcomes are monitored and measured. Partnerships and collaboration are features of the programme's operation.

Table 4: Features of an Advanced Welcoming Community

Infrastructure	<ul style="list-style-type: none"> › A dedicated council Welcoming Communities coordinator is in place, along with governance, project management, reporting and communication arrangements. › Teams from across a council continue to contribute to the programme's success. › The council and community members are building cross-cultural competence.
Promotion and stakeholder engagement	<ul style="list-style-type: none"> › Council staff and the community are familiar with Welcoming Communities and what the programme aims to achieve. › Tangata whenua have a presence, at the level they determine, within the programme. › Relationships and links with key stakeholders are strengthened, enhanced and expanded under Welcoming Communities.
Welcoming Plan	<ul style="list-style-type: none"> › Community partners are implementing some Welcoming Plan activities. › The Welcoming Plan has been refreshed, reviewed or expanded. Implementation of welcoming activities is well underway. Some activities may have been amended, removed, added or enhanced. › There is increased confidence about how to deliver welcoming activities that make a tangible difference. › The council and community are starting to trial new and innovative activities.
Celebrating success	<ul style="list-style-type: none"> › The Welcoming Communities programme continues to be promoted. › The council and community are continuing to celebrate success.
Monitoring and evaluation	<ul style="list-style-type: none"> › A council-led monitoring and evaluation plan is underway to assess the success of individual Welcoming Plan activities and longer-term changes over time. › There are opportunities for newcomers and local residents to provide feedback about specific Welcoming Plan activities and the changes they see in the community. › There is some evidence the programme is making a difference in the community and starting to generate social, economic, cultural and civic benefits.

Leadership	<ul style="list-style-type: none"> › The council is engaging with community leaders, including young people. › The council is starting to share knowledge and experience about implementing Welcoming Communities.
Delivery of Welcoming Plan activities and sub-outcomes	<ul style="list-style-type: none"> › Delivery of Welcoming Plan activities is well underway and the council is meeting at least 70 per cent of the sub-outcomes (21 of 30 sub-outcomes) of the Standard.

Recognition

Accreditation as an Advanced Welcoming Community is acknowledged by an INZ media release and announcement on the Welcoming Communities pages on INZ's website. The council, on behalf of its community, also receives a Certificate of Accreditation (Advanced).

Benefits

Accreditation as an Advanced Welcoming Community gives access to all the non-financial benefits of the Committed stage. If a council is accredited as an Advanced Welcoming Community within the first three years of operation, the balance of the seed funding is paid. Other benefits include:

- › receiving a financial contribution towards supporting the professional development of the Welcoming Communities team – for example, building cultural competence (\$2,000).
- › featuring in INZ publications and through international channels such as Welcoming International
- › eligibility to apply for national awards.

Period of accreditation

Accreditation as an Advanced Welcoming Community lasts for up to three years. After three years a council, along with its

community, must apply to either renew its accreditation as an Advanced Welcoming Community or apply for accreditation as an Excelling Welcoming Community.

Application fees

A council is required to pay a fee of \$1,500 per Advanced Welcoming Community application as a contribution towards the external accreditation assessment costs for this stage.

Assessment

In the first instance, a council completes the Self-assessment Workbook to see if it has the features of an Advanced Welcoming Community and meets the sub-outcomes in the Standard. Refer to **Appendix 4** for information on the Self-assessment Workbook.

To be assessed as an Advanced Welcoming Community all the features need to be present or in progress.

A council then submits between three and five pieces of evidence for each sub-outcome across all the eight elements in the Standard. It rates the extent to which it has met each sub-outcome on a scale of 1 to 5. At least 70 per cent of the Standard's sub-outcomes (21 of 30 sub-outcomes) need to be rated 4 or higher to qualify for the Advanced stage.

The scale of 1 to 5 is based on the following descriptions:

1. There is **no evidence** the council has started working towards meeting the sub-outcome.
2. The evidence shows the council has **just started** working towards meeting the sub-outcome.
3. The evidence shows the council is **progressing** towards meeting the sub-outcome but still has some work to do to get there.
4. The evidence shows the council has **almost met** the sub-outcome.
5. The evidence shows the council has **met** the sub-outcome.

The Self-assessment Workbook is submitted for review by the Panel.

The Panel reviews the self-assessment and conducts a site visit. Based on the evidence, the Panel rates the extent to which the council has met each sub-outcome on a scale of 1 to 5.

At the site visit, the Panel asks questions to assess whether the council has the features of an Advanced Welcoming Community. The Panel gathers any more evidence required to determine if the council is meeting the sub-outcomes in the Standard.

The Panel reports on its findings. It comments on whether the council has the features of an Advanced Welcoming Community, its ratings against the sub-outcomes and comments on strengths and suggestions for areas of improvement for each of the eight elements of the Standard. The Panel then recommends whether accreditation should be awarded or not.

How to apply

Before applying it is recommended a council reviews the Features Checklist for an Advanced Welcoming Community (refer to **Appendix 2**). Application instructions are as follows:

1. Download the Application Form from the Welcoming Communities accreditation page on [INZ's website](#).
2. Request the Self-assessment Workbook from welcomingcommunities@mbie.govt.nz
3. Complete the Self-assessment Workbook.
4. Complete the Application Form.
5. Print off and place hard copies of the evidence into the ring binder provided.
6. Email copies of the Application Form, the Self-assessment Workbook, your Welcoming Plan and any letters of support to welcomingcommunities@mbie.govt.nz
7. Courier the ring binder with a hard copy of the completed Application Form to the Welcoming Communities Programme Manager at INZ, MBIE, 15 Stout Street, Wellington, 6140.

Refer to **Appendix 5** for more detailed guidance notes on completing the Self-assessment Workbook.

Stage 4 – Excelling Welcoming Community

An Excelling Welcoming Community has implemented almost all of its original Welcoming Plan activities and demonstrates excellence in achieving the Standard's sub-outcomes. The council and its community are reflecting on their successes and sharing their knowledge and experience with other councils and communities in the network. Outcomes are monitored and measured. Others consider them as leaders in planning for and managing good settlement outcomes for newcomers.

Table 5: Features of an Excelling Welcoming Community

Infrastructure	<ul style="list-style-type: none"> › A dedicated council Welcoming Communities coordinator is in place, along with governance, project management, reporting and communication arrangements. As the programme evolves and welcoming activity becomes business-as-usual, it may not be necessary to appoint a dedicated Welcoming Communities coordinator. The activity related to the programme could be incorporated across the work of the council's teams. › Teams from across the council continue to contribute to the programme's success. › The council and community members continue to build cross-cultural competence.
Promotion and stakeholder engagement	<ul style="list-style-type: none"> › Council staff and the community are very familiar with Welcoming Communities and the outcomes it is delivering. › Tangata whenua continue to have a presence, at the level they determine, within the programme. › Relationships and links with key stakeholders are strengthened, enhanced and expanded under Welcoming Communities.
Welcoming Plan	<ul style="list-style-type: none"> › Community partners are leading and taking ownership of some Welcoming Plan activities. › The Welcoming Plan has been refreshed, reviewed or expanded in the light of lessons learned. Implementation of welcoming activities is nearly complete. Some activities may have been amended, removed, added or enhanced. › The council and community are confidently delivering innovative activities that make a tangible difference.
Celebrating success	<ul style="list-style-type: none"> › The Welcoming Communities programme continues to be promoted. › The council and community are continuing to celebrate success.
Monitoring and evaluation	<ul style="list-style-type: none"> › There is a robust council-led monitoring and evaluation plan in place to assess change in the community and the success of Welcoming Communities over time. › There are opportunities for newcomers and local residents to provide feedback about the Welcoming Plan activities and the changes they see in the community. › There is credible evidence the programme is making a difference in the community and generating social, economic, cultural and civic benefits.

Leadership	<ul style="list-style-type: none"> › The council continues to engage with community leaders, including young people. › The council is regularly sharing knowledge and experience about successful activities and lessons learned from implementing Welcoming Communities.
Delivery of Welcoming Plan activities and sub-outcomes	<ul style="list-style-type: none"> › Delivery of Welcoming Plan activities is mostly completed and the council is meeting at least 90 per cent of the sub-outcomes (27 of 30 sub-outcomes) of the Standard.

Recognition

Accreditation as an Excelling Welcoming Community is acknowledged by an INZ media release and announcement on the Welcoming Communities pages on INZ's website. The council, on behalf of its community, also receives a Certificate of Accreditation (Excelling).

Benefits

Accreditation as an Excelling Welcoming Community provides access to all the non-financial benefits of the Committed stage. Other benefits include:

- › receiving a financial contribution towards supporting the professional development of the Welcoming Communities team – for example, building cultural competence (\$2,500)
- › featuring in INZ publications and through international channels such as Welcoming International
- › eligibility to apply for national awards
- › accessing support from INZ to leverage off Excelling status, nationally and globally.

Period of accreditation

A council can be accredited as an Excelling Welcoming Community for up to three years. After three years a council must apply to renew its accreditation as an Excelling Welcoming

Community. When it applies to have its Excelling status renewed a council is expected to have developed a new Welcoming Plan as its previous one will be largely implemented. How the new Welcoming Plan is assessed is agreed in discussion with INZ.

Application fees

A council is required to pay a fee of \$1,500 per Excelling Welcoming Community application as a contribution towards the external accreditation assessment costs for this stage.

Assessment

In the first instance, a council completes the Self-assessment Workbook to see if it has the features of an Excelling Welcoming Community and meets the sub-outcomes in the Standard. Refer to **Appendix 4** for information on the Self-assessment Workbook.

To be assessed as an Excelling Welcoming Community all the features need to be present or in progress.

A council then submits between three and five pieces of evidence for each sub-outcome across all the eight elements in the Standard. It rates the extent to which it has met each sub-outcome on a scale of 1 to 5. At least 90 per cent of the Standard's sub-outcomes (27 of 30 sub-outcomes) need to be rated 4 or higher to qualify for the Excelling stage.

The scale of 1 to 5 is based on the following descriptions:

1. There is **no evidence** the council has started working towards meeting the sub-outcome.
2. The evidence shows the council has **just started** working towards meeting the sub-outcome.
3. The evidence shows the council is **progressing** towards meeting the sub-outcome but still has some work to do to get there.
4. The evidence shows the council has **almost met** the sub-outcome.
5. The evidence shows the council has **met** the sub-outcome.

The Self-assessment Workbook is submitted for review by the Panel.

The Panel reviews the self-assessment and conducts a site visit. Based on the evidence, the Panel rates the extent to which the council has met each sub-outcome on a scale of 1 to 5.

At the site visit, the Panel asks questions to assess whether the council has the features of an Excelling Welcoming Community. The Panel gathers any more evidence required to determine if the council is meeting the sub-outcomes in the Standard.

The Panel reports on its findings. It comments on whether the council has the features of an Excelling Welcoming Community, its ratings against the sub-outcomes and comments on strengths and suggestions for areas of improvement for each of the eight elements of the Standard. The Panel then recommends whether accreditation should be awarded or not.

How to apply

Before applying it is recommended a council reviews the Features Checklist for an Excelling Welcoming Community (refer to **Appendix 2**). Application instructions are as follows:

1. Download the Application Form from the Welcoming Communities accreditation page on [INZ's website](#).
2. Request the Self-assessment Workbook from welcomingcommunities@mbie.govt.nz
3. Complete the Self-assessment Workbook.
4. Complete the Application Form.
5. Print off and place hard copies of the evidence into the ring binder provided.
6. Email copies of the Application Form, the Self-assessment Workbook, your Welcoming Plan and any letters of support to welcomingcommunities@mbie.govt.nz
7. Courier the ring binder with a hard copy of the completed Application Form to the Welcoming Communities Programme Manager at INZ, MBIE, 15 Stout Street, Wellington, 6140.

Refer to **Appendix 5** for more detailed guidance notes on completing the Self-assessment Workbook.

4. Accreditation logistics, recommendations and decisions – Ngā whakatau



This section provides information about the logistics of the accreditation process, roles and responsibilities, the site visit, the External Accreditation Assessment Report (the Report) and a visual overview of the assessment process.

Accreditation logistics

Roles and responsibilities

Table 6 below outlines the responsibilities of participants in the accreditation process. The council leads the accreditation application process in collaboration with the community.

Table 6: Accreditation roles and responsibilities

Council	<ul style="list-style-type: none"> › Works with its community to decide if and when it will apply for accreditation. › Provides INZ with timely information about when it is likely to apply for accreditation. › Collaborates with its community to apply for accreditation. › Collates evidence to demonstrate progress towards meeting the Standard's sub-outcomes. › Completes and submits its accreditation application. › Works with the lead assessor to schedule site visits and who will be interviewed. › Facilitates the itinerary during the site visit. › Provides feedback to INZ about any issues with the accreditation process and proposes resolutions where possible.
Welcoming Communities Advisory Group and Partners	<ul style="list-style-type: none"> › Work with the council to assess readiness to apply for accreditation. › Act as a sounding board for the Welcoming Communities coordinator. › Contribute to the self-assessment activity. › Suggest and provide evidence. › Facilitate and participate in interviews during the site visits where appropriate.
INZ's Welcoming Communities team	<ul style="list-style-type: none"> › Assists the council to decide when it is ready to apply for accreditation. › Supports the council to prepare its application and during any resubmission process. › Notifies the Welcoming Communities External Accreditation Assessment Panel (the Panel) members of upcoming applications and checks their availability. › Receives and distributes applications to Panel members. › Coordinates travel for Panel members. › Provides advice and support to the lead assessor. › Liaises with the lead assessor on dates for the site visit and the Report. › Manages any grievances or disagreements. › Works with the lead assessor in cases where accreditation is not recommended to determine next steps and timeframes for resubmission. › Advises the council on the outcome of the accreditation process. › Issues the Certificate of Accreditation and updates INZ's website. › Makes sure financial and non-financial benefits are awarded to the council following accreditation. › Updates the accreditation register.

Regional Relationship Manager, INZ	<ul style="list-style-type: none"> › Supports the Welcoming Communities coordinator during the application process.
Lead assessor	<ul style="list-style-type: none"> › Leads the Panel and its work. › Assesses progress against the Standard’s sub-outcomes and features checklist and makes evidence-informed accreditation recommendations and decisions. › Collates and moderates the assessment decisions of the Panel. › Manages Panel interactions and communications with INZ’s Welcoming Communities team and the council. › Writes the Report and, once reviewed by the Panel, presents it to INZ for sign off. › Mentors new assessors. › Provides feedback to INZ about any issues with the accreditation process and proposes resolutions where possible. › Communicates with the council and INZ’s Welcoming Communities team about accreditation. <p>For site visits at the Advanced and Excelling stages:</p> <ul style="list-style-type: none"> › Liaises with the council on dates and arrangements for the site visit. › Decides, in consultation with the other Panel member, which elements, features and sub-outcomes warrant attention at the site visit and informs the council. › Works with the council’s Welcoming Communities coordinator to plan site visits and meetings, activities and who will be interviewed. › Conducts and leads the site visit.
Assessor	<ul style="list-style-type: none"> › Supports the lead assessor. › Assesses progress against the Standard’s sub-outcomes and features checklist and makes evidence-informed accreditation recommendations and decisions. › Provides input into the draft Report and reviews the final Report.
National Manager Refugee and Migrant Support, INZ	<ul style="list-style-type: none"> › Reviews the final Report from the Panel. › Approves the accreditation recommendation.
Deputy Chief Executive, INZ	<ul style="list-style-type: none"> › Receives the final Report and signs the Certificate of Accreditation.

Involving the community

While a council manages the application process for accreditation, its community has an important role to play. How this is managed is determined by each council. Examples of how this might be done include:

- › asking partners involved in delivering welcoming activities to provide evidence
- › holding workshops for those involved in the programme to reflect on the changes and draft the comments for the Application Form
- › consulting with the programme's advisory group on evidence selection and ratings
- › asking stakeholders for letters of support or to prepare case studies
- › arranging for people with knowledge and involvement in the programme to be interviewed by the Panel during the site visit
- › celebrating success and seeking media coverage when accredited.

Planning

Applications for accreditation can be submitted twice a year in February and September. A council decides when it is ready to apply for accreditation. In December each year councils and INZ discuss any anticipated/planned accreditation applications in the upcoming calendar year. This allows INZ to provisionally plan for Panel members' availability.

Appendix 8 provides a planning tool to help with scheduling dates for assessment activities. Timeframes are only a guide and depend on factors such as the availability of INZ, council staff and Panel members. Timeframes and dates are agreed at the time of application.

Site visits

For Advanced and Excelling stages, the Panel conducts a site visit. This gives the Panel an opportunity to more closely examine whether the council has the features of the accreditation stage for which it is applying. It is also an opportunity to gather any more evidence required to determine how well the council is meeting the 30 sub-outcomes in the Standard.

The Panel assesses all the features and sub-outcomes in the Standard even though a council may still be working towards achieving some of them.

Having reviewed the council's self-assessment the Panel may have particular features or sub-outcomes they wish to look at in more depth in the site visit.

The visit could involve:

- › an initial meeting to confirm the overall purpose of the visit
- › interviews with council staff, tangata whenua, partners and community members participating in the programme, as arranged by the council in consultation with the lead assessor
- › observing Welcoming Plan activities
- › visiting community facilities and spaces intended to make newcomers feel welcome
- › meeting newcomers and local residents who have taken part in the programme
- › a closing meeting to clarify any remaining gaps in understanding and evidence.

External Accreditation Assessment Report

At each stage of accreditation (apart from Committed) an assessment report is provided by the Panel. Refer to **Appendix 6** for an example of the Report.

The Report includes:

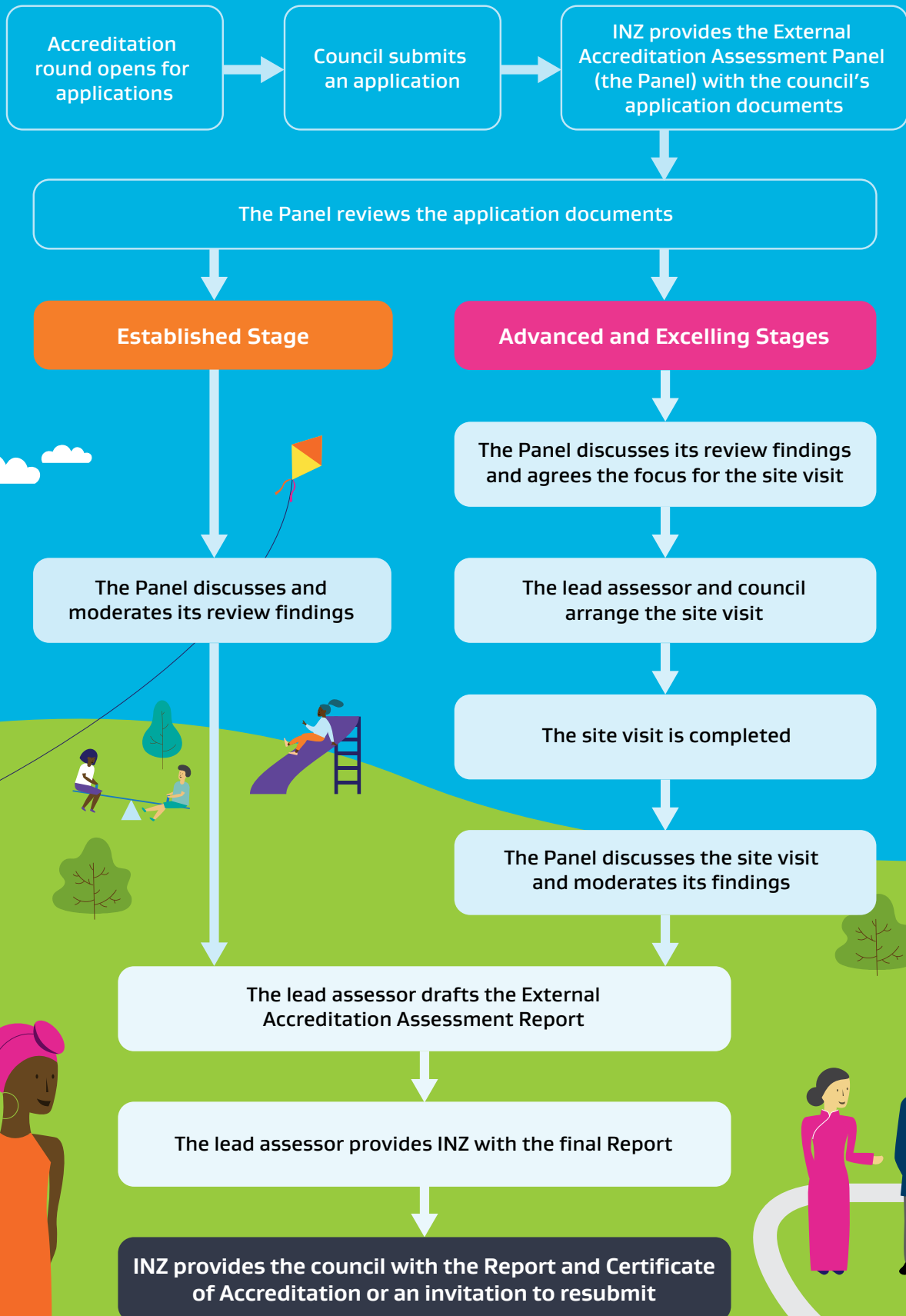
- › comments on whether the council has the features of the accreditation stage
- › its rating against each sub-outcome
- › comments on strengths and suggestions for areas of improvement for each of the eight elements of the Standard
- › a recommendation for accreditation to be awarded or not.

The National Manager Refugee and Migrant Support, INZ, approves the recommendations.

Recommendations and resubmission

The Panel may recommend a council should not be awarded accreditation at a particular stage. In that situation, the Panel gives a list of recommendations to address gaps and meet requirements. A council is invited to resubmit its application at no extra cost in a mutually agreed timeframe, taking into consideration the recommendations. INZ's Welcoming Communities team can support a council during a resubmission process.

The Assessment Process for Established, Advanced and Excelling Stages



5. Accreditation support – Tautoko



This section provides information on support available to councils during the accreditation process.

INZ's Wellington-based Welcoming Communities staff are on hand to support a council:

- › determine when it is ready to apply for accreditation
- › as it prepares its application for accreditation – for example, to provide feedback on a council's draft application and evidence selection
- › during a resubmission process.

The Welcoming Communities pages on [INZ's website](#) include a dedicated accreditation page or email welcomingcommunities@mbie.govt.nz

6. Glossary – Ngā kupu



This section provides definitions for some of the terms used throughout this manual.

<i>Term</i>	<i>Definition</i>
Council or councils	Refers to the local government elected council representatives and staff. These may be city, district or regional councils. In some instances the Welcoming Communities programme is being implemented in a community, city, region or district by a single stand-alone council. In some parts of New Zealand councils band together to introduce and implement the programme. This manual generally refers to a council in the singular but this is intended to encompass groups of councils as well.
Tangata whenua	Tangata whenua are the indigenous Māori people of Aotearoa New Zealand, including iwi (tribes), hapū (subtribes) and other hapori Māori (Māori communities).
Community	Refers to everyone living and working in a community. It covers newcomer and local individuals and families; the local government council; Māori organisations; the business, cultural and sporting sectors; community and religious organisations; settlement service providers and government and non-government organisations. The term 'community' is used throughout this manual in the singular, but it is intended to be an inclusive term to cover communities, cities, districts and regions participating in the programme.
Local residents	This refers to the existing population living and working within a community, some of who are New Zealand-born and some of who are not. Local residents are sometimes referred to as locals, established residents or existing residents. As a group they are sometimes referred to as the host community or the receiving community.

Newcomers	Refers to recent migrants (up to five years in New Zealand), former refugees and international students. However, we expect the programme to have positive benefits for New Zealanders who may have recently moved to a region.
Immigration New Zealand (INZ), Ministry of Business, Innovation and Employment (MBIE)	INZ is a business group within MBIE. MBIE plays a central role in shaping and delivering a strong New Zealand economy by delivering policy, services, advice and regulation to support business growth. INZ is responsible for border control, issuing visas and managing immigration to New Zealand.
The New Zealand Welcoming Communities Standard (the Standard)	The Standard provides councils and communities with a benchmark for what a successful Welcoming Community looks like. The outcomes-based Standard is an important component of the Welcoming Communities programme.
Element Overarching outcome Sub-outcome	The Welcoming Communities Standard has eight elements: Inclusive Leadership; Welcoming Communications; Equitable Access; Connected and Inclusive Communities; Economic Development, Business and Employment; Civic Engagement and Participation; Welcoming Public Spaces; Culture and Identity. Each element has an overarching outcome and between two and six sub-outcomes. There are 30 sub-outcomes in the Standard.
Welcoming Communities	Is a settlement programme led by INZ, working with its partner agency the Office of Ethnic Communities, other agencies and participating councils. It supports councils to take a leadership role in creating welcoming and inclusive communities.
Welcoming Community	An accredited council earns the right to promote itself as a Welcoming Community, ie a community that proactively fosters a welcoming and inclusive environment for newcomers and local residents.

Welcoming Plan (or similar plan)	A Welcoming Plan sets out what each community will do to create a welcoming and inclusive environment. A Welcoming Plan includes a suite of welcoming activities intended to deliver the outcomes under each of the eight elements in the Standard. In some instances a council may have an existing diversity plan that can serve as its Welcoming Plan, providing its activities meet the Standard's outcomes.
Welcoming Plan activity	It is up to each community to consider what combinations of Welcoming Plan activities are needed to meet the Standard's outcomes. The activities may be led in various ways: council only, council in collaboration with community stakeholders, or by community partners.
External Accreditation Assessment Panel (the Panel)	INZ convenes a pool of suitably experienced and qualified individuals to draw from to make up each Panel. The Panel consists of a lead assessor and one other Panel member. The Panel is independent of the INZ Welcoming Communities staff.

7. Acknowledgements – Mihi tūtohu



Immigration New Zealand wishes to acknowledge and thank the councils, non-government organisations, local community groups, sector representatives, government agencies, Welcoming Communities Advisory Board members, MartinJenkins and individuals who have contributed to the co-design of the accreditation model.

The Welcoming Cities (an initiative of Welcoming Australia) staff have provided invaluable advice and support. They have generously shared the lessons learned from rolling out their own accreditation model and given us permission to 'borrow' content for the New Zealand version. This collaboration is a hallmark of the interactions across the global welcoming network. Alongside this, we value the feedback provided by our other international counterparts – Welcoming International and Welcoming America.



8. Appendices – Āpititanga



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Appendix 1: Principles for Welcoming Communities

Welcoming Communities, including the Standard, is based on the following core principles:

1. We acknowledge Aotearoa New Zealand's history and the Treaty of Waitangi/Tiriti o Waitangi as New Zealand's founding document upon which peoples of all cultures and communities come together as a nation.
2. We acknowledge the important role of tangata whenua as respected leaders and key collaborators in the development and delivery of Welcoming Communities activities in Aotearoa New Zealand. Two key Māori cultural values underpin the programme. They are Whanaungatanga, the importance of relationships, and Manaakitanga, the value of extending hospitality and caring for other people.
3. Good settlement outcomes require engagement between newcomers and the communities in which they settle. Bringing together voices, views and input from newcomers and the broader receiving community is fundamental to the success of Welcoming Communities.
4. People of all socio-economic, ethnic, religious and cultural backgrounds have unique talents, experiences, knowledge and skills that contribute to helping communities flourish. Welcoming Communities respects the cultural and social capital of members of the receiving communities and of newcomers.
5. We encourage members of the receiving communities to understand why their community needs newcomers and how welcoming initiatives support the social, cultural and economic wellbeing of the community and New Zealand.
6. Welcoming Communities promotes, showcases and builds on the extensive and ongoing cultural diversity, inclusion and settlement work of the local government and community sectors.
7. Understanding our own culture and world view is an important step towards building a cohesive community.
8. Welcoming Communities incorporates the experience and input of newcomers and works with them to help them feel a part of communities in New Zealand and establish a sense of belonging.
9. Welcoming Communities provides members of receiving communities with an opportunity to step into and experience the cultural and social diversity that is increasingly a feature of New Zealand society.

Appendix 2: Features Checklists



Welcoming Communities Accreditation – Features Checklist Stage 1 – Committed Welcoming Community

Features of a Committed Welcoming Community

The council passes a resolution to participate in Welcoming Communities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council signs a funding agreement with the Ministry of Business, Innovation and Employment. The agreement stipulates project tasks and reporting requirements.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
A dedicated council Welcoming Communities coordinator is appointed to introduce the programme to the community. They guide and facilitate its implementation with other council staff and the community.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Public notification of commitment is made – for example, on the council's website.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
A Statement of Commitment is signed by the Mayor and the council's CEO. The council may also wish to invite tangata whenua and community partner(s) to sign the Statement of Commitment.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>



New Zealand Government

Note: This resource can be downloaded from the Welcoming Communities accreditation page on INZ's website.



Welcoming Communities Accreditation – Features Checklist Stage 2 – Established Welcoming Community

Features of an Established Welcoming Community

A dedicated council Welcoming Communities coordinator is in place to implement the Welcoming Communities programme, in association with other council staff.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Teams from across a council are contributing to the programme's success.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council and the community have opportunities to build cross-cultural competence.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Governance arrangements are in place – for example, a steering group of council staff and elected councillors and an advisory group of community representatives and partner agencies.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Project management, reporting and communication arrangements are in place.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Welcoming Communities is introduced, socialised and promoted within the council and in the community.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Tangata whenua have a presence, at the level they determine, within the programme.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Relationships within the community are being built and links with community leaders and other key stakeholders are being established.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
A council-led stocktake, report and assessment of council policies, services, programmes and activities across the eight elements of the Standard are completed. Strengths, gaps and opportunities have been identified.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>

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A council and community collaborative stocktake and report on community-led inclusion and diversity activities are completed.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The combined stocktake findings are used to benchmark the council and the community against the Standard. The results, along with community-wide consultation, inform the content of the Welcoming Plan.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Community partners work with the council and community to develop and implement Welcoming Plan activities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
A Welcoming Plan is developed with the local community and published. Implementation is underway. The council (or a delegated sub-committee) has approved or endorsed the Welcoming Plan.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The Welcoming Plan includes new and innovative initiatives as well as enhanced or refreshed existing activities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The Welcoming Communities programme is promoted via the council's website and a range of other channels.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council and community are starting to celebrate success – for example, the launch of a Welcoming Plan.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
A council-led monitoring and evaluation approach is being developed to assess the success of individual Welcoming Plan activities and longer-term changes.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Delivery of Welcoming Plan activities is underway and the council is meeting at least 50 per cent of the sub-outcomes (15 of 30 sub-outcomes) in the Standard, at a rating of three or more.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>

Note: This resource can be downloaded from the Welcoming Communities accreditation page on INZ's website.



Welcoming Communities Accreditation – Features Checklist Stage 3 – Advanced Welcoming Community

Features of an Advanced Welcoming Community

A dedicated council Welcoming Communities coordinator is in place, along with governance, project management, reporting and communication arrangements.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Teams from across a council continue to contribute to the programme's success.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council and community members are building cross-cultural competence.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Council staff and the community are familiar with Welcoming Communities and what the programme aims to achieve.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Tangata whenua have a presence, at the level they determine, within the programme.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Relationships and links with key stakeholders are strengthened, enhanced and expanded under Welcoming Communities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Community partners are implementing some Welcoming Plan activities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The Welcoming Plan has been refreshed, reviewed or expanded. Implementation of welcoming activities is well underway. Some activities may have been amended, removed, added or enhanced.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
There is increased confidence about how to deliver welcoming activities that make a tangible difference.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>

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New Zealand Government

The council and community are starting to trial new and innovative activities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The Welcoming Communities programme continues to be promoted.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council and community are continuing to celebrate success.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
A council-led monitoring and evaluation plan is underway to assess the success of individual Welcoming Plan activities and longer-term changes over time.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
There are opportunities for newcomers and local residents to provide feedback about specific Welcoming Plan activities and the changes they see in the community.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
There is some evidence the programme is making a difference in the community and starting to generate social, economic, cultural and civic benefits.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council is engaging with community leaders, including young people.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council is starting to share knowledge and experience about implementing Welcoming Communities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Delivery of Welcoming Plan activities is well underway and the council is meeting at least 70 per cent of the sub-outcomes (21 of 30 sub-outcomes) of the Standard, at a rating of four or more.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>

Note: This resource can be downloaded from the Welcoming Communities accreditation page on INZ's website.



Welcoming Communities Accreditation – Features Checklist Stage 4 – Excelling Welcoming Community

Features of an Excelling Welcoming Community

A dedicated council Welcoming Communities coordinator is in place, along with governance, project management, reporting and communication arrangements.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Teams from across a council continue to contribute to the programme's success.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council and community members continue to build cross-cultural competence.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Council staff and the community are very familiar with Welcoming Communities and the outcomes it is delivering.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Tangata whenua continue to have a presence, at the level they determine, within the programme.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Relationships and links with key stakeholders are strengthened, enhanced and expanded under Welcoming Communities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Community partners are leading and taking ownership of some Welcoming Plan activities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The Welcoming Plan has been refreshed, reviewed or expanded in the light of lessons learned. Implementation of welcoming activities is nearly completed. Some activities may have been amended, removed, added or enhanced.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council and community are confidently delivering innovative activities that make a tangible difference.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>

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New Zealand Government

The Welcoming Communities programme continues to be promoted.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council and community are continuing to celebrate success.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
There is a robust council-led monitoring and evaluation plan in place to assess change in the community and the effect of Welcoming Communities over time.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
There are opportunities for newcomers and local residents to provide feedback about Welcoming Plan activities and the changes they see in the community.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
There is credible evidence the programme is making a difference in the community and generating social, economic, cultural and civic benefits.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council continues to engage with community leaders, including young people.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
The council is regularly sharing knowledge and experience about successful activities and lessons learned from implementing Welcoming Communities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>
Delivery of Welcoming Plan activities is mostly completed and the council is meeting at least 90 per cent of the sub-outcomes (27 of 30 sub-outcomes) of the Standard, at a rating of four or more.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	In Progress <input type="checkbox"/>

Appendix 3: Application Forms



Welcoming Communities Accreditation – Application Form Stage 1 – Committed Welcoming Community

Council name(s)	
Name of community (city, district or region)	
Contact name for this application	
Contact phone number	
Contact email address	

Use this checklist to confirm you have completed the activities required of a Committed Welcoming Community.

1. A council resolution to participate in Welcoming Communities has been passed. ☐
2. A funding agreement has been signed between the council and the Ministry of Business, Innovation and Employment. ☐
3. A dedicated council Welcoming Communities coordinator has been appointed. ☐
4. Public notification of commitment has been made by the Mayor and council CEO (for example, on the council's website). ☐
5. The Mayor and the council CEO have signed a Statement of Commitment. ☐
The council may also wish to invite tangata whenua and community partner(s) to sign the Statement of Commitment.

Email copies of this form and the signed Statement of Commitment to welcomingcommunities@mbie.govt.nz



New Zealand Government

Note: This resource can be downloaded from the Welcoming Communities accreditation page on INZ's website.



Welcoming Communities Accreditation – Application Form Stages 2, 3 and 4 – Established, Advanced and Excelling

Council name(s)			
Name of community (city, district or region)			
Contact name for this application			
Contact phone number			
Contact email address			
Stage of accreditation being applied for	<input type="radio"/> Established	<input type="radio"/> Advanced	<input type="radio"/> Excelling

Instructions

This is an opportunity for you and your community to make a case for accreditation and 'tell your story'. Among other things, this section can:

- paint a picture describing what's changed
- cover the benefits of the programme in your community
- describe the role of newcomers and local residents and others in the programme
- state what you and your community are most proud of.

It should complement the evidence you provide in the ring binder and refer to in the self-assessment workbook.

Word count not to exceed 500 words

Overview

Attachments

Use this checklist to make sure you have prepared and sent all the relevant documentation either by email or in hard copy.

- 1. A completed Application Form (this form) ☐
- 2. A completed Self-assessment Workbook ☐
- 3. A ring binder containing hard copies of between three and five pieces of numbered and referenced evidence per sub-outcome filed under each element ☐
- 4. Your Welcoming Plan ☐
- 5. Letters of support (optional) ☐

Email copies of this form, the Self-assessment Workbook, Welcoming Plan and any letters of support to welcomingcommunities@mbie.govt.nz

Courier a copy of this form, the ring binder of evidence and any physical items you wish to send (for example, a welcome pack) to:

Welcoming Communities Programme Manager
Immigration New Zealand
Ministry of Business, Innovation and Employment
15 Stout Street
Wellington, 6140



New Zealand Government

Note: This resource can be downloaded from the Welcoming Communities accreditation page on INZ’s website.

Appendix 4: Self-assessment Workbook

The Self-assessment Workbook is an Excel file available from INZ's Welcoming Communities team at welcomingcommunities@mbie.govt.nz

Appendix 5: Guidance Notes for Completing the Self-assessment Workbook

Introduction

To apply for accreditation for all stages except Committed you need to complete the Self-assessment Workbook, available from INZ's Welcoming Communities team at welcomingcommunities@mbie.govt.nz

Worksheets

The workbook has 13 worksheets. *Image 1* provides an illustration of the worksheet tabs and *Table 1* provides descriptions of the worksheets.

Image 1: An illustration of the Self-assessment Workbook worksheet tabs

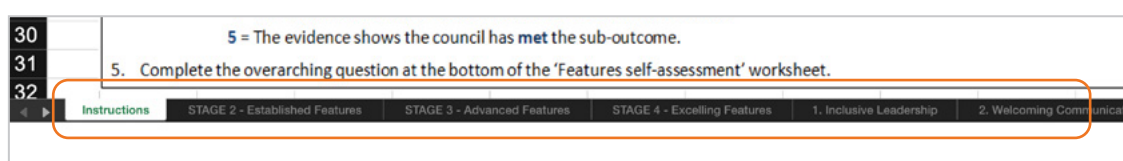


Table 1: Description of the workbook worksheets

Worksheet name	Description
Instructions	Brief instructions on how to complete the workbook.
Features for Established, Advanced and Excelling stages (three in total)	A list of the features for each stage: Established, Advanced and Excelling. You only complete the features worksheet for the stage you are applying for.
Element worksheets eg 1. Inclusive Leadership (eight in total)	Eight worksheets, one for each element of the Standard.
Sub-outcomes summary	A summary worksheet that automatically populates as you complete the eight element worksheets.

Features worksheet

Once you have read the instructions, complete the features worksheet to assess whether you have the features for the particular stage you are applying for. Indicate if each feature is present, not present or in progress in your council or community. You can provide a brief explanatory comment if you wish. The External Accreditation Assessment Panel (the Panel) members will also discuss your responses with you during the site visit for the Advanced and Excelling stages. An assessor may contact a council applying for Establishing Welcoming Community accreditation for more information.

Element worksheet

You need to show how you are meeting the sub-outcomes. *Image 2* provides an example of an element and sub-outcomes worksheet. The information below explains what to include under each heading in the worksheet.

Image 2: An example of an element worksheet

2.1 The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories.				Assessment (1-5)	Assessment comment
				4	
Welcoming Plan Activity	Status	Evidence	Any comments on the activities and/or evidence		
Welcoming Communities Communications Plan	Completed	2.1.1 Sunshine City Council Welcoming Communities Communications Plan	Developed by Sunshine City Council's Welcoming Communities Tactical Group.		
Sunshine City Council Diversity Day initiative	Completed		Hosted on 21/05/19 at Sunshine City Council.		
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Media stories in channels	Ongoing	2.1.2 Media stories	These are links to three media stories that have run in the last 12 months.		
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Student voice website	Ongoing	2.1.3 Student website	We supported students to set up their website and provide ongoing guidance as needed.		
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Wish You Were Working Here website	Closed		We investigated the development of a website about working in Sunshine City but there are other resources available and so it was considered unnecessary at this time.		
PRINZ Event - Communicating and Celebrating Diversity	In progress	2.1.4 Event documentation	Was scheduled for July but has been postponed to September, partnering with Public Relations Institute of New Zealand.		

Welcoming Plan activities

List all your Welcoming Plan activities for each sub-outcome. These are the activities in your Welcoming Plan and can be copied directly from your Welcoming Plan into the worksheet.

Image 3 illustrates an Element, Overarching outcome, Sub-outcome and Activity as they appear in a Welcoming Plan.

A shortened title/description of the Welcoming Plan activity is acceptable. Some activities may have changed over time. You may have added new activities or decided not to go ahead with some. These changes are expected and acceptable.

Image 3: Example of an Element, Overarching outcome, Sub-outcome and Activity in a Welcoming Plan

3. Equitable Access

Element

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

Overarching outcome

3.1

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

Sub-outcome

3.1.1	Establish an information kiosk in the Whanganui Municipal Building foyer to improve 'welcome-ness', showcase diversity and promote Council services.	Year 1	Culture and Community Team, Whanganui District Council
3.1.2	Investigate the viability of a 'Whanganui App' or similar that is compatible with translation apps.	Year 2	Whanganui District Council.

Welcoming Plan activity

3.2

The 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.

If the description of the activity in your Welcoming Plan is broad, list the specific activities separately as shown in the example in **Image 4**. The broad description in the Welcoming Plan is 'Promote positive media stories highlighting the benefits of cultural diversity in the workplace'. The specific activities are: 'Media stories in local media channels', 'Student Voice website' and 'Wish You Were Working Here website'.

Image 4: Example of listing activities in the Self-assessment Workbook

2.1 The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories.			
Welcoming Plan Activity	Status	Evidence	Any comments on the activities and/or evidence
Welcoming Communities Communications Plan	Completed	2.1.1 Sunshine City Council Welcoming Communities Communications Plan	Developed by Sunshine City Council's Welcoming Communities Tactical Group.
Sunshine City Council Diversity Day initiative	Completed		Hosted on 21/05/19 at Sunshine City Council.
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Media stories in channels	Ongoing	2.1.2 Media stories	These are links to three media stories that have run in the last 12 months.
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Student voice website	Ongoing	2.1.3 Student website	We supported students to set up their website and provide ongoing guidance as needed.
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Wish You Were Working Here website	Closed		We investigated the development of a website about working in Sunshine City but there are other resources available and so it was considered unnecessary at this time.
PRINZ Event - Communicating and Celebrating Diversity	In progress	2.1.4 Event documentation	Was scheduled for July but has been postponed to September, partnering with Public Relations Institute of New Zealand.

Status

You must report on the status of all your Welcoming Plan activities. Use the drop-down list to provide a status update for every activity in your Welcoming Plan. As noted above, some Welcoming Plan activities may have changed. There are options to cater for this. You may wish to add a comment to explain the change. *Table 2* describes each of the activity status options.

Table 2: Descriptions for the status options for Welcoming Plan activities

Status	Description
Not started	An activity that is yet to be started.
In progress	An activity that has been started and has an end date but is not yet completed.
Completed	A one-off activity that has been completed.
Ongoing	An activity that does not have a specific end date, or An activity that recurs regularly, eg weekly, monthly or annually.
Revised	An activity that has changed from the original published Welcoming Plan activity.
New	A new activity that was not in the original Welcoming Plan.
Closed	An activity in the original Welcoming Plan that will now not proceed and has been removed.

Evidence

We are seeking a minimum of three pieces of evidence to show how you are meeting each sub-outcome. However, you have the option of providing up to five pieces of evidence per sub-outcome. You need to provide a status update for each activity. However, where you have a large number of welcoming plan activities for a single sub-outcome it is not necessary to provide evidence for each activity. You can make a judgement call on which welcoming activities you wish to provide evidence for.

In selecting the evidence to demonstrate meeting a sub-outcome it is important to clearly show the extent to which you have reached the sub-outcome. For example, to tell the story of meeting sub-outcome 5.4 (Local employers and workforces develop their intercultural competence) you could provide:

- › a poster inviting employers to attend cultural competency training
- › a link to media coverage of the event in the local newspaper
- › a letter from an employer describing how they have applied the training in their business.

To assist the assessors, highlight the relevant content in the submitted document. For example, in a set of minutes, highlight the relevant item in the meeting. You also have the opportunity to provide a short comment on the activities and evidence in the workbook and to provide a brief comment on your ratings.

It is possible to use the same piece of evidence for more than one sub-outcome. For example,

you might cite your council's website to show the work of your Welcoming Communities champions and an item related to civic engagement.

It is not necessary to provide a whole new round of evidence when you apply for a new stage of accreditation. Instead, you can build on your previous application by retaining some of the original evidence. You can also add new or remove existing evidence.

New evidence is recommended if:

- › the Panel previously gave your evidence a low rating or rated it lower than required for the stage you are applying for
- › the evidence previously supplied is no longer relevant or current
- › you have new evidence which better demonstrates your achievement of a sub-outcome
- › you have implemented new or refreshed activities not in your original Welcoming Plan
- › your new evidence shows a higher level of success than the previously supplied evidence.

Contact INZ's Welcoming Communities team if you are in doubt.

Evidence can be internal to your council or external. Partners working with a council may also provide the evidence.

Table 3 shows examples of the types of evidence you could provide.

Table 3: Examples of evidence

Internal	External
<ul style="list-style-type: none"> › Meeting notes – for example, advisory or governance group meeting minutes › Council meeting minutes › Speeches by the Mayor or a councillor › Training materials or procedures › Information about organisational characteristics (staffing by gender, age and ethnicity) › Information about internal council events › A screenshot of a stakeholder database › The stocktake report › A documented internal process or framework › Reports › Charter, guidelines or principles › Tender documents › Advisory or governance group terms of reference › Welcoming Plan and project management plan › Policy documents (reviewed or drafted in the last 2 years) › Council resolutions › Screenshots of relevant intranet content for staff 	<ul style="list-style-type: none"> › Links to websites or social media reports › National and local magazine and newspaper articles › Case studies › Testimonials › Programme documents › Flyers, promotional materials and newsletters › Images, collages, artwork, posters, murals or videos of welcoming activities › Documents related to service provision › Records of grant provision or sponsorship arrangements › Evidence of partnerships and collaboration – for example, a memorandum of understanding › Informative materials › Records of events and celebrations › Records of information sessions › Records of award ceremonies › Satisfaction and exit survey findings › Research findings › Resources – for example, welcoming pack, maps of places to visit etc › Materials supplied by partners or community groups

INZ supplies a ring binder with dividers to store hard copy evidence. We recommend you work with your community to identify, collate and store relevant pieces of evidence as they are produced or used. In this way, the task of compiling documents for an application is much easier.

Reference each piece of evidence in the top right-hand corner with:

- › the element and sub-outcome number
- › the number of the piece of evidence.

Enter the reference number and a brief description of the item in the evidence column in the worksheet.

Image 5 provides an example – the element and sub-outcome are 2.1 and the communications plan is the first piece of evidence, therefore it is referenced as 2.1.1.

Image 5: An example of how to reference evidence

2.1 The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories.			
Welcoming Plan Activity	Status	Evidence	Any comments on the activities and/or evidence
Welcoming Communities Communications Plan	Completed	2.1.1 Sunshine City Council Welcoming Communities Communications Plan	Developed by Sunshine City Council's Welcoming Communities Tactical Group.
Sunshine City Council Diversity Day initiative	Completed		Hosted on 21/05/19 at Sunshine City Council.
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Media stories in channels	Ongoing	2.1.2 Media stories	These are links to three media stories that have run in the last 12 months.
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Student voice website	Ongoing	2.1.3 Student website	We supported students to set up their website and provide ongoing guidance as needed.
Promote positive media stories highlighting the benefits of cultural diversity in the workplace - Wish You Were Working Here website	Closed		We investigated the development of a website about working in Sunshine City but there are other resources available and so it was considered unnecessary at this time.
PRINZ Event - Communicating and Celebrating Diversity	In progress	2.1.4 Event documentation	Was scheduled for July but has been postponed to September, partnering with Public Relations Institute of New Zealand.

Pamphlets and printed materials can be included in the ring binder if possible or sent alongside the ring binder, labelled with a reference number. If the evidence is a website, webpage or social media report, type the URL address onto a sheet of paper and add it to the ring binder.

If you wish to cite a piece of evidence more than once, enter the original reference number in the evidence column. For example, you may have already provided evidence for sub-outcome 1.1 that is also relevant to sub-outcome 4.2. *Image 6* provides an example of how you would reference the evidence in this case. It is not necessary to reproduce hard copies for any subsequent elements for the ring binder.

Image 6: An example of how to reference evidence across more than one element

4.2 The receiving community is well equipped and supported to welcome and interact with newcomers.			
Welcoming Plan Activity	Status	Evidence	Any comments on the activities and/or evidence
Investigate the suitability of a community-led buddy system for newcomers and implement if viable.	Completed	1.1.1 Advisory group meeting minutes 4.2.1 Poster for the buddy programme	The buddy programme is up and running - there have been 25 newcomers and locals through it so far.
Invite locals to suggest ways to be involved in welcoming activities and tell us about their training needs.	In progress	4.2.2 How to be welcoming survey	We have developed a questionnaire. We are going to ask locals to complete it at next month's Farmers Market.
Work with community groups to identify and implement ways to improve coordination and connections between the council and community groups.	Not started		

Any comments on the activities or evidence

Add brief comments on the activities and the evidence. This might, for example, include:

- › comments about the status of an activity – for example, why an activity has been amended or clarifying the nature of an ongoing activity
- › comments that provide more information about the evidence and which activity it is linked to
- › comments about the outcomes of activities – for example, the success of an activity.

Keep your comments brief in the Self-assessment Workbook. If you need to provide a longer explanation about the activity, incorporate it into the submitted evidence. For example, provide a short case study with two or three photographs.

Assessment

Once all your evidence is collated you can assess how many of the sub-outcomes you are meeting. *Image 7* illustrates the assessment cells in the worksheet.

Image 7: Assessment cells

4.2 The receiving community is well equipped and supported to welcome and interact with newcomers.	Assessment (1-5)	Assessment comment
	3	Our buddy programme has got off to a good start. We are still investigating ways to work closer with local residents who are supporting newcomers. We intend to develop a training programme.

Use the drop-down option to rate your progress on meeting the sub-outcome, on a scale of 1 to 5, based on the following descriptions:

1. There is **no evidence** the council has started working towards meeting the sub-outcome.
2. The evidence shows the council has **just started** working towards meeting the sub-outcome.
3. The evidence shows the council is **progressing** towards meeting the sub-outcome but still has some work to do to get there.
4. The evidence shows the council has **almost** met the sub-outcome.
5. The evidence shows the council has **met** the sub-outcome.

You need to assess and report on every sub-outcome, no matter what stage you and your community are applying for.

Assessment comment

Provide a high-level assessment comment to clarify the reason for the rating. Keep the comment brief. For example, the explanation for a rating of 3 might read: “The evidence shows we have successfully held two of our welcoming activities each with about 80 attendees. Remaining activities are still at the planning stage”.

Sub-outcomes summary worksheet

As you enter ratings and comments for each sub-outcome, the ‘Sub-outcomes summary’ worksheet is automatically populated. When you have completed all 30 sub-outcomes, look at this worksheet to see an overview of your progress.

Appendix 6: External Accreditation Assessment Report

Welcoming Communities External Accreditation Assessment Report

Council name(s) _____

Name of community, city, district or region _____

Stage of accreditation applied for Established Welcoming Community

Assessment

A review of your application for accreditation has been completed by the Welcoming Communities External Accreditation Panel (the Panel).

This section will contain brief overall comments and high-level findings from the assessment process.

Tables 1 and 2 provide the Panel's features assessment and ratings against the Standard's sub-outcomes.

Elements of the Welcoming Communities Standard

The review considered the evidence, ratings and comments you provided to demonstrate how you are progressing in meeting the sub-outcomes under each element of the Standard. Feedback is provided below on the strengths and suggestions for areas of improvement.

1. Inclusive Leadership

This section will contain comments on the element, including:

- › strengths
- › suggested areas of improvement.

2. Welcoming Communications

This section will contain comments on the element, including:

- › strengths
- › suggested areas of improvement.

3. Equitable Access

This section will contain comments on the element, including:

- › strengths
- › suggested areas of improvement.

4. Connected & Inclusive Communities

This section will contain comments on the element, including:

- › strengths
- › suggested areas of improvement.

5. Economic Development, Business and Employment

This section will contain comments on the element, including:

- › *strengths*
- › *suggested areas of improvement.*

6. Civic Engagement and Participation

This section will contain comments for the element, including:

- › *strengths*
- › *suggested areas of improvement.*

7. Welcoming Public Spaces

This section will contain comments on the element, including:

- › *strengths*
- › *suggested areas of improvement.*

8. Culture & Identity

This section will contain comments on the element, including:

- › *strengths*
- › *suggested areas of improvement.*

Recommendation

It is recommended the council and community [are/are not at this time] accredited as an Established Welcoming Community.

Lead assessor’s name (print name) _____

Signature _____

Date _____

Approved by the National Manager Refugee and Migrant Support, Immigration New Zealand

Name (print name) _____

Signature _____

Date _____

Table 1: Features assessment

This section will contain the Panel’s comments against the features of an Established Welcoming Community.

Table 2: Ratings against each of the sub-outcomes

This section will contain the Panel’s ratings and comments against each of the Standard’s sub-outcomes.

Appendix 7: Statement of Commitment



STATEMENT OF COMMITMENT

We commit to partnering with our community and Immigration New Zealand (INZ) to build and maintain a welcoming environment. We recognise that proactively fostering an inclusive community where everyone can belong and participate creates social, economic, civic and cultural benefits for our community. To do this, we will engage with newcomers (recent migrants, international students and former refugees) and local residents.

We resolve to participate in the Welcoming Communities programme and commit to:

- › **Joining a network of councils and communities** that are committed to becoming more welcoming and inclusive.
- › **Publicly communicating our commitment** to becoming an intentionally Welcoming Community.
- › **Appointing a dedicated staff member** to establish and facilitate implementation of the Welcoming Communities programme.
- › **Signing a funding agreement** with the Ministry of Business, Innovation and Employment and completing the associated project tasks and reporting requirements.
- › **Communicating regularly with INZ's Welcoming Communities team** to progress planning and share learnings with other councils and communities participating in Welcoming Communities.

INZ will support our Council in a number of ways, including:

- › **Advice and guidance.** Personalised and regular contact with Wellington and regional-based INZ staff.
- › **Knowledge sharing.** Supporting the council and community to network, share best practice, learn from each other and access international and national resources.
- › **Standard + Welcoming Plans + Accreditation.** Providing the Welcoming Communities Standard for New Zealand (the Standard) to benchmark council policies, services, programmes and activities. Supporting us to develop and implement our Welcoming Plan to meet the Standard's outcomes. Supporting us to seek accreditation as an Established, Advanced or Excelling Welcoming Community.
- › **Celebrating success.** Showcasing success in Welcoming Plan activities and shining a light on achievements.

The intent and commitment to participate in Welcoming Communities – Te Waharoa ki ngā Hapori is made by the following parties.

Name of council _____

Name of city _____

Mayor (print name) _____ Sign & date _____

Council CEO (print name) _____ Sign & date _____

Name of community partner organisation _____

Community partner organisation representative (print name) _____

Sign & date _____



New Zealand Government

Note: A bespoke Statement of Commitment is developed for each council or group of councils. For more information contact the Welcoming Communities Programme Manager at INZ.

Appendix 8: Planning Tools



Welcoming Communities Accreditation – Planning Tool Stage 2 – Established Welcoming Community

Activity	Responsibility	Suggested timeframes for planning	Due date	Date completed
The council makes an application to INZ.	Council	A council keeps INZ informed on the anticipated date for the application.		
The External Accreditation Assessment Panel (the Panel) is convened and the members are provided with the application.	WC team, INZ	Within two weeks of receiving an application.		
The application is reviewed by the Panel members, independently of each other.	Panel members	Within four weeks of receiving an application.		
The Panel members discuss and moderate their findings.	Panel members	Within six weeks of receiving an application.		
The draft External Accreditation Assessment Report (the Report) is prepared by the lead assessor.	Lead assessor	Within eight weeks of receiving an application.		
The draft Report is peer reviewed by the other Panel member.	Assessor	Within nine weeks of receiving an application.		
The final Report is given to INZ.	Lead assessor	Within ten weeks of receiving an application.		
The final Report is approved by INZ and presented to the council.	WC team, INZ	Within twelve weeks of receiving an application.		



New Zealand Government

Note: This resource can be downloaded from the Welcoming Communities accreditation page on INZ's website.



Welcoming Communities Accreditation – Planning Tool Stages 3 and 4 – Advanced and Excelling Welcoming Community

Activity	Responsibility	Suggested timeframes for planning	Due date	Date completed
The council makes an application to INZ.	Council	A council keeps INZ informed on the anticipated date for the application.		
The External Accreditation Assessment Panel (the Panel) is convened and the members are provided with the application.	WC team, INZ	Within two weeks of receiving an application.		
The application is reviewed by the Panel members. Independently of each other.	Panel members	Within four weeks of receiving an application.		
The Panel discuss their findings and agree the areas of focus for the site visit.	Panel members	Within six weeks of receiving an application.		
The areas of focus for the site visit are communicated to the council and the date for the site visit is confirmed.	Lead assessor	Within six weeks of receiving an application.		
The plan for the site visit is completed, including a schedule (times, locations and activities).	Lead assessor WC coordinator	Within seven to ten weeks of receiving an application.		
The site visit is completed.	Lead assessor WC coordinator	Date mutually agreed by Panel and council.		
Following the site visit, the Panel members discuss and moderate their findings.	Panel members	Within one week of the site visit.		
The draft External Accreditation Assessment Report (the Report) is prepared by the lead assessor.	Lead assessor	Within three weeks of the site visit.		
The draft Report is peer reviewed by the other Panel member.	Assessor	Within four weeks of the site visit.		
The final Report is given to INZ.	Lead assessor	Within five weeks of the site visit.		
The final Report is approved by INZ and presented to the council.	WC team, INZ	Within seven weeks of the site visit.		



New Zealand Government

Note: This resource can be downloaded from the Welcoming Communities accreditation page on INZ's website.

Appendix 9: Useful links

Welcoming America

welcomingamerica.org

Welcoming Cities (an initiative of Welcoming Australia)

welcomingcities.org.au

Welcoming Communities

immigration.govt.nz/welcoming-communities

Welcoming Communities – Accreditation

immigration.govt.nz/about-us/what-we-do/welcoming-communities/accreditation

Welcoming Communities – Our stories

immigration.govt.nz/about-us/what-we-do/welcoming-communities/welcoming-communities-2013-our-stories

Welcoming Communities – Resources

immigration.govt.nz/about-us/what-we-do/welcoming-communities/resources

Welcoming Communities Standard for New Zealand

immigration.govt.nz/about-us/what-we-do/welcoming-communities/resources/welcoming-communities-standard.pdf

Welcoming International

welcomingamerica.org/programs/welcoming-international

Notes

[illegible]

[illegible]

[illegible]

Welcoming Communities Te Waharoa ki ngā Hapori

Applicant Accreditation Manual

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15 Stout Street
PO Box 1473
Wellington 6140

More information:
www.immigration.govt.nz
www.immigration.govt.nz/welcomingcommunities
www.mbie.govt.nz
0800 20 90 20

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