



Department of Labour
TE TARI MAHI



DRAFT PROJECT OUTLINE

WELLINGTON REGIONAL SETTLEMENT STRATEGY

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1. Purpose of Project

- 1.1 The purpose of this project is to develop, for approval by local and central government, a Wellington Regional Settlement Strategy, a regional action plan implementing the Strategy and inter-sectoral governance arrangements for the implementation phase.
- 1.2 The Wellington Regional Settlement Strategy (WRSS) aims to ensure the successful settlement of all current and future migrants and refugees in the Wellington region¹. Given the skills shortages reported by many businesses, and the competition for skilled migrants from other international and NZ cities, successful settlement helps achieve the broader vision of Creative Wellington Innovation Capital, as well as helping to bolster the global competitive advantage of the region as a whole.

2. Recommendations

- 2.1 It is recommended that the WRSS steering group:
 - a) Receive and review this Project Plan
 - b) Make improvements where appropriate, and
 - c) Agree to proceed according to the process outlined.

3. Context

- 3.1 The concept of a WRSS was initiated by a Wellington Mayoral Forum in 2004 following an immigration forum held in 2003. While an initial draft strategy was developed in 2004 and a stocktake of services was undertaken in 2005, the Strategy did not proceed further at that time.
- 3.2 Discussions on the development of a Wellington Regional Settlement Strategy were reopened between central government and local government in late 2006 after Cabinet approved the Settlement National Action Plan. This plan contains an action to "Develop regional settlement initiatives in a number of key regions which

¹ 'Wellington Region Settlement Strategy' Report to Economy and Arts Committee, 24th May 2004.

have significant newcomer populations to improve service provision to migrants and refugees and support the implementation of the New Zealand Settlement Strategy through improved coordination, cross-sectoral planning, information sharing and knowledge transfer". Wellington was one of the key regions identified for this initiative.

3.3 Related work in Wellington has progressed since 2005. The Wellington Regional Action Plan for Refugee Health and Wellbeing, as well as relevant academic research at both Massey and Victoria Universities² have reinforced the need for a regionally integrated approach to best manage the phases of settlement.

3.4 Economic transformation of the region is enabled by successful settlement. With goals such as attracting high value individuals to the region, telling Wellington's story internationally, increasing labour market participation, attracting and retaining talented people and growing the region's skills base, the Wellington Regional Strategy and Wellington Regional Labour Market Strategy both provide relevant strategic frameworks to inform the aims and goals of the WRSS.

3.5 Additionally, Auckland has just completed and released its own Regional Settlement Strategy and Action Plan. Success in the Auckland context was underpinned by both inter and intra-sectoral engagement where robust consultation produced strong buy-in to both the governance process and a targeted action plan with measurable outcomes.

3.6 Key learnings from the Auckland RSS have emphasised the need for a robust stakeholder engagement process involving local government, central government, non-government organisations and primarily representatives of migrant and refugee communities.

4. Scope of Strategy

4.1 The WRSS will have the following scope:

- a) Geographic – the five Territorial Local Authorities of the Wellington Region: Porirua City Council; Kapiti Coast District Council; Upper Hutt City Council; Hutt City Council and Wellington City Council;
- b) Target Groups: migrants; refugees; and host communities in the geographic region. These target groups reflect the fact that successful settlement is a two-way process involving both the newcomer and the receiving community;
- c) Sectors: local government, central government, non-government, business and community; and
- d) Activities: policies and services, both targeted and mainstream, that are intended to support settlement.

5. Guiding Principles

5.1 The following guiding principles are proposed:

- a) Target communities must participate in the development of and have ownership of the Strategy;

² For example see 'Te Rangahau Whānui o Ngā Rerekētanga o te Tangata: An Overview of Diversity Research in New Zealand 2006,' (<http://www.vuw.ac.nz/cacr/>) and 'Social cohesion: A policy and indicator framework for assessing immigrant and host outcomes' see endnotes.

- b) In developing the Strategy, the role of Tangata Whenua will be recognised and they will be invited to participate as they see appropriate;
- c) The responsibility for successful settlement is shared between local government, central government, non-government, business and the community sectors who should all contribute to the development of the Strategy;
- d) The Strategy must support and contribute to the New Zealand Settlement Strategy; and
- e) The Action Plan to implement the Strategy must be practical and achievable.

6. Governance & Decision-making

6.1 The project will be jointly led by local and central government under the sponsorship of a local government Chief Executive.

6.2 The Wellington City Council is the lead agency for local government. The Department of Labour is the lead agency for central government. Key project owners are Paul Desborough, Manager of Strategy, WCC, and Judi Altinkaya, Director, Settlement Division, DoL.

6.3 Roger Blakeley, the Chief Executive of the Porirua City Council is the project sponsor.

6.4 The project sponsor will convene a Steering Group for the project comprising representatives of each lead agency. The Steering Group will approve the project plan and meet six weekly over the course of the project to monitor its implementation.

Operating Principles

6.5 Each lead agency agrees to:

- a) Share responsibility for the successful completion of the project;
- b) Work together in a collaborative and constructive manner;
- c) Designate appropriate representatives to participate in the project team and to contribute to the Steering Group;
- d) Communicate openly and honestly and in particular to follow the "no surprises" approach and give early notice of any divergent views;
- e) Consult the other lead agency before any public statements are made;
- f) Acknowledge and respect diverse views, actively seeking to accommodate them wherever possible; and
- g) Recognise and respect each agency's particular accountability and responsibilities to stakeholders.

Intellectual Property

6.6 All information, research and other intellectual property collected in the course of the project shall be available to each of the agencies. Any intellectual property created on behalf of all agencies for the project will be owned jointly by all of the agencies.

7. WRSS Project Plan Phases

7.1 Consultation and engagement provides the enabling link from draft strategy to cross sectoral implementation. It therefore provides both the method and the process required to ensure buy-in to, and ownership of, the WRSS.

7.2 The elements required for a robust process in Wellington have been distilled down to five core phases, outlined below at their highest level. Each phase contains detailed subtasks outlined in detail on the following pages. Assumptions underpinning this plan are outlined below.

Phase	Task	Estimated Timeframe
1	Develop strategy and consultation method	Mid April – Mid June
2	Deliver consultation strategy	Mid June- Mid August
3	Develop action plan	Mid July – Late Oct
4	Develop governance structures	Early Nov- Mid Dec
5	Obtain approval for strategy / action plan	Late Jan- Late Mar 08

Key Assumptions:

7.3 The following key assumptions have been made:

- a) Knowledge and processes (including templates) from the development of the Auckland Strategy will be leveraged, with appropriate adjustments in light of the different history and circumstances in Wellington.
- b) The development of the Wellington Strategy will be built on the earlier work undertaken in Wellington to the extent that this is practicable.
- c) Phases will be run concurrently where possible to leverage value and time savings.
- d) Good engagement will be required at every phase of the work and buy-in and support for the Strategy and Action Plan will be critical to the local government and central government approval processes.
- e) Arrangements for the Strategy promotion and launch are outside the parameters of this project.
- f) Arrangements for monitoring and evaluating the Strategy and Action Plan are outside the parameters of this project. They will be addressed by the Wellington Settlement Strategic Co-ordination Manager (Department of Labour) and the governance group in the implementation phase.

7.4 Figure 1 a) below shows the WRSS consultation process as a whole while table 1 a) illustrates the expected positive outcome of each phase and sub task which merited its inclusion. Table 2 summarises and comments on each phase, while section 8 beyond this details action, leader and timeline within each sub task, for review and critique.

Figure 1a) WRSS Strategy Consultation, Action Plan and Implementation phases

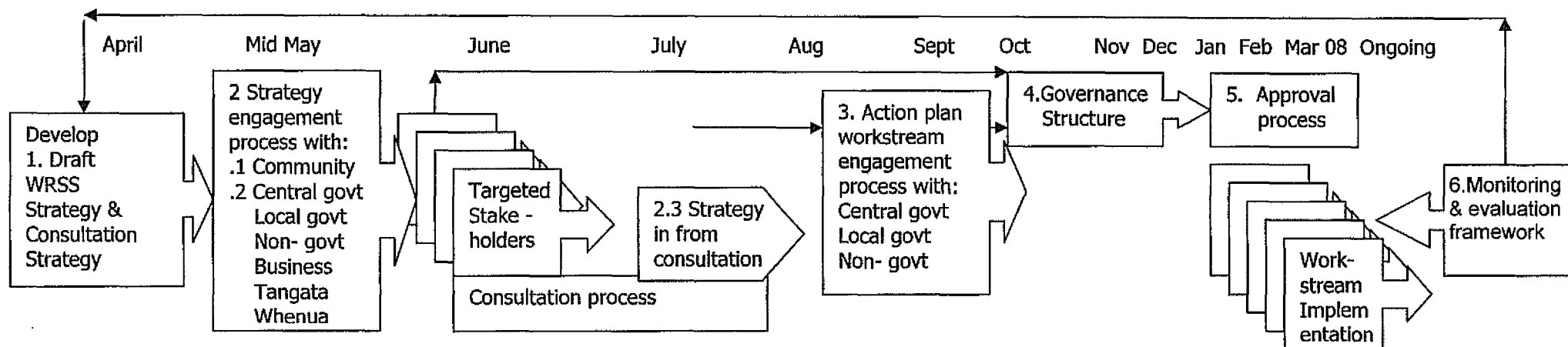


Table 1 a) Expected Positive Outcome by Phase

Phase:	Key task	Expected outcome	Begins	Ends
1	Develop strategy and consultation	Strong draft WRSS; Robust process; realistic timeframes	April	Aug
2	Key stakeholders identified	Groups informed, recruited and meetings set up	Mid May	End May
2.1	Zero base community consultation	Authentic M&R 'voice' fed into WRSS, back from Fitzbeck and checked (2 wks)	Mid May	End June
2.2	Managed engagement process	Robust consultation by sector: Cent Govt; Loc Govt; NGO; Business; Tangata Whenua and community,	June	July
2.3	Collate & disseminate views on strategy	Broad stakeholder buyin to strategy, readiness for action planning	Ongoing	Mid Aug
3	Develop action plan	Detailed workstream lead and support agencies, worked to individual business planning cycles	Mid July	End Oct
4	Governance	Clear arrangements encourage accountability and representation	Early Oct	Mid Dec
5	Approval process	Local and central government signoff, implications for LTCCPs, authority for Central government agency workplans	Mid Jan 08	End Mar 08

Table 2) Detailed Work Summary by Phase

Phase	Key task	Detailed Work Required	Comments
1	Develop strategy and consultation	Leverage ARSS knowledge and process, review and critique WRSS Project Plan	Negotiate project scope, look for time/cost savings
2	Key stakeholders identified	Clear purpose and timeframes of WRSS process communicated. Managed Engagement set up	Central Govt: Check to ensure key regional champion (not national) backed by appropriate agency authority; Local Govt: Check to ensure key strategy champion linked to appropriate strategic & community development representation; Business: ensure appropriate regional representation NGO: Check to ensure key directors and practitioners Tangata Whenua: Check for regional representation Ref & Mig community groups: check to ensure authentic voice. Adapt ARSS documentation
2.1	Zero base community consultation	Recruit culturally appropriate facilitators, using ARSS model	Refugee and migrant voice included, culturally appropriate method and leaders ensure sensitivity ref ARSS model
2.2	Managed engagement process Robust consultation by sector: Cent Govt; Loc Govt; Business; NGO; Tangata Whenua and community	Sectoral engagement. Communicate expectations to agencies, begin recruitment for governance (stage 4), engage in consultation with WRSS from 2.1	Process led by relevant agency using managed 1 to 1 method for Tangata Whenua (Ara Tahī) Central and Local Govt, NGOs and focus groups for the refugee and migrant Community. Adapt ARSS documentation.
2.3	Collate views on strategy	Submit to all stakeholders and receive written feedback on final WRSS including R & M 'voice'.	Collate on ongoing basis. Ensure full session with R & M voice checking relevance of strategy against barriers
3	Develop Action Plan	Cross sectoral engagement by workstream. Coordinate sessions to maximise agencies across relevant workstreams, feed back completed AP , emphasis on implications for business planning 08/09	Adapt ARSS templates and submit prior to sessions. Ensure rules for planning do not relitigate strategy
4	Governance	Look for natural leaders by obvious workstream relevance. Finalise governance arrangements once draft AP in	Adapt arrangements from ARSS. Recruit for governance at earliest stage. Consult on final governance arrangements, key requirement for approval
5	Approval process	Local and central government approval processes. Clarify key timelines and required work. Clarify implications for local government	Local and central government approach to be managed by relevant leader

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8. Detailed Tasks and Timelines:

8.1 Development of Strategy Document

Action	Lead	Started By	Completed By When
Preliminary draft developed from existing information.	Anne Hartley	26 April 2007	9 May 2007
Draft reviewed, feedback identified & collated.		10 May 2007	23 May 2007
Feedback discussed with Fitzbeck.		24 May 2007	25 May 2007
Revised draft developed.		25 May 2007	1 June 2007
Draft reviewed & feedback identified, collated & referred to authors.		5 June 2007	11 June 2007
Preliminary draft finalised.		11 June 2007	15 June 2007
Draft Strategy document revised to reflect information gathered from refugees & migrants.		15 June 2007	29 June 2007
Draft Strategy document amended to reflect outcome of consultations with: <ul style="list-style-type: none"> • Refugees & migrants • Non-government organisations • Business sector • Local government • Central government. 		31 July 2007	31 August 2007

8.2 Information-Gathering & Consultation Process

Action	Lead	Started By	Completed By
Key informants identified for information gathering & consultation & contacts database established <ul style="list-style-type: none"> • Refugee & migrant groups • Tangata Whenua • Non-government organisations • Business sector • Local government • Central government. Appropriate processes for information gathering & consultation determined for each group & meeting dates & venues arranged (as appropriate). Information gathering documentation for refugee & migrant group developed.	Steven Finlay	4 May 2007	14 May 2007

Action	Lead	Started By	Completed By
Key refugee & migrant informants invited to participate & background information provided. Preliminary advice about Strategy development exercise forwarded to other key informants <ul style="list-style-type: none"> • Non government organisations • Business sector • Tangata Whenua • Local government • Central government. 	Steven Finlay	14 May 2007	18 May 2007
Consultation documentation developed for: <ul style="list-style-type: none"> • Non government organisations • Business sector • Local government • Central government. 		21 May 2007	11 June 2007
Discussions/focus groups held with refugee & migrant informants & findings recorded.		1 June 2007	15 June 2007
Findings referred back to refugee & migrant groups for confirmation & arrangements for next stage consultation confirmed (on vision, goals, barriers and opportunities).			18 June 2007
Other key informants invited to participate and background information provided: <ul style="list-style-type: none"> • Non government organisations • Business sector • Local government • Central government 		25 June 2007	29 June 2007
Consultation discussions held with refugee & migrants on strategy vision, goals, barriers and opportunities		4 July 2007	18 July 2007
Consultation completed with other key informant groups & findings recorded		18 July 2007	31 July 2007
Findings confirmed with consultation groups		1 August 2007	15 August 2007

8.3 Development of Action Plan

Action	Lead	Started By	Completed By
Structure of action planning exercise determined. Agencies/personnel to participate in action planning identified. Timetable and documentation for exercise developed.	Anne Hartley	6 July 2007	13 July 2007
Participants contacted with identification of task & background information.		16 July 2007	31 July 2007
Action planning sessions held.		15 August 2007	28 September 2007
Record of outcome of individual sessions completed & confirmation from participants sought.		15 August 2007	28 September 2007
Draft action plan collated & circulated to participating agencies for confirmation.		28 September 2007	15 October 2007
Contents of action plan confirmed by participating agencies.		15 October 2007	31 October 2007

8.4 Development of Governance Structure

Action	Lead	Started By	Completed By
Governance arrangements for implementation phase drafted, reviewed by Steering Group & revised.	Anne Hartley	1 October 2007	1 November 2007
Proposed governance arrangements referred to participating agencies for comment.		1 November 2007	5 November 2007
Governance arrangements finalised addressing consultation input.		5 November 2007	30 November 2007
Governance arrangements formally agreed by participating agencies.		30 November 2007	14 December 2007

8.5 Formal Approval Process

Local Government

Action	Lead	Started By	Completed By
Generic covering paper drafted to refer Strategy & action plan to Councils for approval	Steven Finlay	15 January 2008	25 January 2008
Council officers consulted on draft & paper revised as required		25 January 2008	8 February 2008

Action	Lead	Started By	Completed By
Mayoral Forum & CE Forum informed	Steven Finlay		February/March 2008
Strategy & Action Plan referred to council committees for approval			According to Council timetables
Strategy & Action Plan approved by Council Committees			According to Council timetables

Central Government

Action	Lead	Started By	Completed By
Cabinet paper drafted	Anne Hartley	15 January 2008	25 January 2008
Internal consultation completed		28 January 2008	8 February 2008
First draft referred for Ministerial comment		4 February 2008	15 February 2008
External agency consultation completed		15 February 2008	29 February 2008
Final draft referred to Minister		3 March 2008	7 March 2008
Ministerial consultation		10 March 2008	14 March 2008
Cabinet paper, Strategy & Action Plan referred to Cabinet Office			20 March 2008
Cabinet Committee consideration of Strategy & action Plan			26 March 2008
Cabinet confirmation of Strategy & Action Plan			31 March 2008

9. Risk Assessment

9.1 The following risks and mitigation strategies have been identified:

Risk	Likelihood	Impact	Mitigation
Stakeholders have unrealistic expectations about level & timing of service improvements.	High	Medium	Proactive communication about ongoing nature of actions.
Low stakeholder acceptance & buy-in.	Medium	High	Robust consultation process. Proactive relationship management & use of key communication opportunities (e.g. Mayoral Forum & CG Senior Officials).
Active resistance to Strategy development because of existence of Refugee Health & Wellbeing Plan.	Medium	High	Clear communication of differences in documents with linkages created between action plans as appropriate.
Officials are concerned about the time commitment associated with their input.	Medium	High	Proactive relationship management and clear communication in advance of expectations and key dates.

Risk	Likelihood	Impact	Mitigation
Process capture of consultation by disaffected groups	Medium	Medium	Effective facilitation.
Approval processes stalled because of changes in composition of councils after local body elections	Low	High	Good communication with local government politicians through Mayoral Forum & post election briefing.
Project owners' business-as-usual activities take priority over strategic development.	Medium	High	Management ownership & commitment to process. Early reporting & steering group intervention.
Allocation of project resources is insufficient for the task.	Medium	High	Early reporting of resourcing issues to the Steering Group. Options to mitigate include increased resourcing, reallocation of tasks or reassessment of target dates.

10. Conclusion

10.1 If the WRSS is to provide an umbrella document both for regional initiatives as well as being integrated into national strategic frameworks, effective consultation as proposed should go some way to increase stakeholder acceptance and buy-in. With an action plan delivering regional excellence, improved migrant and refugee outcomes can be both an attainable and measurable goal.

11. References

¹ 'Wellington Region Settlement Strategy' Report to Economy and Arts Committee, 24th May 2004.

² New Zealand Settlement Strategy, see <http://www.immigration.govt.nz/community/stream/support/nzsettlementstrategy/>

³ Development of a stocktake of new settler organisations in the Wellington region, April 2005.

⁴ For example see 'Te Rangahau Whānui o Ngā Rerekētanga ō te Tangata: An Overview of Diversity Research in New Zealand 2006,' (<http://www.vuw.ac.nz/cacr/>) and 'Social cohesion: A policy and indicator framework for assessing immigrant and host outcomes' available from link: (<http://www.msd.govt.nz/publications/journal/24-April-2005/24-pages85-110.html>)

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Attached: WRSS Gantt 1.pdf, WRSS Gantt 2.pdf