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Hon Priyanca Radhakrishnan,
Minister for Diversity, Inclusion and Ethnic Communities

Proactive release of briefing material related to the
establishment of the Ministry for Ethnic Communities

The following documents have been proactively released:

5 March 2021 – Diversity, Inclusion and Ethnic Communities aide memoire: Cabinet meeting: First report back on Government response to the Royal Commission report, Department of Internal Affairs;

5 March 2021 – Diversity, Inclusion and Ethnic Communities briefing: Engagement approach for the establishment of the Ministry for Ethnic Communities, Department of Internal Affairs;

5 March 2021 – Diversity, Inclusion and Ethnic Communities briefing: Establishing the Ministry for Ethnic Communities – role and functions, Department of Internal Affairs;

15 March 2021 – Diversity, Inclusion and Ethnic Communities briefing: Options for the Engagement Approach on the Priorities of the Ministry for Ethnic Communities, Department of Internal Affairs;

1 April 2021 – Diversity, Inclusion and Ethnic Communities briefing: Final engagement plan and draft engagement material for the strategic framework of the new Ministry, Department of Internal Affairs;

16 April 2021 – Diversity, Inclusion and Ethnic Communities aide memoire: Zui with OEC staff on the establishment of the Ministry for Ethnic Communities, Department of Internal Affairs;

28 April 2021 – Diversity, Inclusion and Ethnic Communities aide memoire: Engagement event in Hamilton on the new Ministry, Department of Internal Affairs;

29 April 2021 – Diversity, Inclusion and Ethnic Communities aide memoire: Engagement event in Nelson on the new Ministry for Ethnic Communities, Department of Internal Affairs; and

6 May 2021 – Diversity, Inclusion and Ethnic Communities briefing: Update on the establishment of the new Ministry and official launch, Department of Internal Affairs.

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Some parts of this information would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant sections of the Act that would apply have been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

Key to Redaction Codes:

- Section 9(2)(a) – protect the privacy of natural persons.
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- Section 9(2)(f)(iv) – confidentiality of advice tendered by Ministers of the Crown and officials.
- Section 9(2)(g)(i) – free and frank expression of opinions.



Diversity, Inclusion and Ethnic Communities aide memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: **Cabinet meeting: First report back on Government response to the Royal Commission report**

Date: 5 March 2021

Key issues	
This aide memoire provides you with background information and suggested talking points for the Cabinet meeting on 8 March to discuss the Cabinet paper <i>Government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain – first report back</i>	
Action sought	Timeframe
Note the information in this aide memoire and suggested talking points in Appendix 1	By 7 March in time for Cabinet on 8 March

Contact for telephone discussions (if required)

Name	Position	Phone number	Suggested 1 st contact
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Anusha Guler
Executive Director, Office of Ethnic Communities

Purpose

1. This aide memoire provides you with background information and suggested talking points for the Cabinet meeting on 8 March 2021 which will discuss, among other things, Hon Andrew Little's Cabinet paper *Government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain – first report back*. Suggested talking points are attached as Appendix 1.

Background

2. The Cabinet paper provides an update on the Government's response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain (Royal Commission report). The paper identifies two initiatives that will be established as soon as practicably possible:
 - 2.1 An Implementation Oversight Advisory Group of 20-30 individuals.
 - 2.2 A Community Capability Building Initiative to support engagement and capacity building in ethnic and minority faith communities.
3. The paper also provides an update on initiatives that were announced in December. Within your Diversity, Inclusion and Ethnic Communities (DIEC) portfolio, these include the Establishment of the Ministry for Ethnic Communities and the Ethnic Communities Graduate Programme.

Establishment of the Ministry for Ethnic Communities

4. The RCOI report back Cabinet paper refers to your forthcoming Cabinet paper that will seek Cabinet agreement to the mandate, functions and responsibilities for the Ministry for Ethnic Communities, with a noting recommendation to this effect.
5. It also states that the Public Service Commissioner will appoint an interim chief executive to lead the Ministry for Ethnic Communities from 1 July 2021. Following Cabinet's decisions on the Ministry's mandate, functions and responsibilities, the Public Service Commissioner will commence a recruitment process to appoint a substantive chief executive.
6. As you are aware, there is cynicism within ethnic communities about the extent to which the establishment of the Ministry for Ethnic Communities will be transformative, and improve ethnic communities' well-being in a practical and tangible way. This may be a useful opportunity for you to share what you have heard about community expectations of the new Ministry, and to register the importance of it being adequately resourced in line with the forthcoming refreshed budget bid and recommendation of the Royal Commission.

Community Capacity Building Initiative

7. The paper seeks agreement to create a new contestable *Community Capacity Building Initiative Fund* to support ethnic and minority faith to support their contribution to the Royal Commission response. This responds to requests during the nationwide hui for support to communities to ensure they are empowered to fully participate in engagement processes for the government's response on the Royal Commission report.

8. The intention is for the Fund to prioritise funding for groups most directly affected by the terror attack and the Royal Commission. The Fund will be \$1 million over three years, with a review of the fund after two years. Initial establishment funding will be from DPMC baselines. The Fund will be administered within DIA by the Community Operations Team (who also administer the ECDF). The Ministry for Ethnic Communities and DPMC will have members on the Panel that assess applications to the Fund.

Implementation Oversight Advisory Group

9. The Cabinet paper proposes an approach for Independent Oversight Advisory Group (IOAG). The proposal is for a ministerial advisory group that provides advice directly to the Lead Coordination Minister for the Government's response. The intention is for appointment to be via a transparent public process, which OEC supports.
 - 9.1 be an advisory group with programme oversight;
 - 9.2 have a high degree of community representation; and
 - 9.3 be appointed following a public nomination process.
10. We have provided you with suggested talking points regarding this group in Appendix 1.

Community feedback

11. You may be asked to outline your views and impressions from the nationwide hui. For ease of reference, we attach the table of feedback, previously provided to your office, as Appendix 2.

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

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Appendix 1: Talking Points

Establishment of the Ministry for Ethnic Communities

- I have been listening to what communities are saying about the new Ministry. There is significant cynicism about whether the new Ministry will be any different from the Office of Ethnic Communities.
- The nationwide hui have highlighted the importance the communities place on an adequately resourced Ministry for Ethnic Communities ensuring this is not just a 'lift and shift'. I have submitted a refreshed budget bid that seeks increases in areas I have identified will make the biggest difference to ethnic communities and represent the best value for money.
- It has become evident from the nationwide hui that a name change and a Chief Executive will emphatically not be enough. We need to set up the new Ministry – and its first Chief Executive – to succeed; and, with its success, embed the notion with communities that the Government is serious about implementing the Royal Commission's recommendations in a genuine and transformative way.
- As the Cabinet paper notes, I will be bringing a paper to Cabinet prior to the Ministry's establishment on 1 July 2021. This will seek a refreshed mandate for the new Ministry for Ethnic Communities that provides the new Ministry, the public service more broadly and ethnic communities with clarity about the Ministry's mandate. This will include consideration of the new data collation, evaluation and monitoring function recommended by the Royal Commission.

Community Capacity Building Initiative

- I am pleased about the proposal to create a new contestable *Community Capacity Building Initiative Fund* to support ethnic and minority faith groups to fully participate in engagement on the Government's response to the Royal Commission report.
- This was something I heard a number of times at the nationwide hui.

Implementation Oversight Advisory Group

- I support the Implementation Oversight Advisory Group and the proposed public and transparent process for appointment on the group. Membership of the group will inevitably be contentious and a transparent process will mitigate this.
- However, it is important that this group does not become a substitute for broader engagement where this is appropriate or necessary. This group must sit within a broader engagement strategy on the Government's response to the Royal Commission response more broadly.
- A clear Terms of Reference and expectation setting at the establishment phase is critical. A mismatch of expectations and reality could derail the group. This caused some difficulties in relation to the Royal Commission's Muslim Reference Group, with many members shocked that their role came to an end once the Royal Commission finished its work. There should be clear public messaging about the group's role and its parameters.

- There should be clear criteria for appointment to the group. This will help the Government respond to questions about why specific people were not selected.
- I support the proposed broad membership. I am keen to see gender and generational balance on the group.
- I agree that many community representatives will be doing this on top of their normal jobs and family commitments. We should think about inventive ways to allow more time-poor people to participate on the group.

Graduate Programme (if needed)

- I'm pleased that the Ethnic Communities Graduate Programme is still set to begin in July 2021 with its first intake of 15 graduates.
- The job advertisement and application window is now open until 25th March.
- I am glad that numerous agencies have been coming forward to offer positions for the first intake. I understand that discussions to finalise these positions are fairly advanced between the Office of Ethnic Communities and Customs, Department of Internal Affairs, Department of the Prime Minister and Cabinet, Ministry of Education, Ministry of Justice, Ministry of Social Development, National Emergency Management Agency, Public Service Commission, and Stats NZ. I'm also pleased that there are initial discussions between the Office of Ethnic Communities and the Inland Revenue Department, New Zealand Police and the Ministry of Health.
- I urge Ministers of those agencies to ensure that their agencies sign MOUs with the Office of Ethnic Communities as soon as possible to ensure a smooth programme launch in July.

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Appendix 2: GOVERNMENT RESPONSE TO RCOI REPORT: COMMENTS FROM NATIONWIDE HUI

This document summarises the views heard from participants at the nationwide hui.

<p><i>Legend</i></p> <p>Raised by multiple participants in multiple hui</p> <p>Raised in regional meetings</p>
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Comments from hui participants	
Accountability	
For the events of March 15	<ul style="list-style-type: none"> • Significant concern and frustration expressed that no individual or organisation was found to be at fault and held accountable for the events of March 15, with many citing the security agencies in particular • Views expressed that SIS, DPMC and OEC should apologise • Query about whether enforcement/intelligence agencies would have been aware of the terrorist if SIS resources were not inappropriately focused on the Muslim community as the RCOI found • A critical view was expressed about the speed of the Police response
For the Government's response to the RCOI recommendations	<ul style="list-style-type: none"> • Government needs to be accountable for its response to the RCOI. This means: <ul style="list-style-type: none"> ▪ A response plan that has concrete actions that are measurable, reported on and publicly available ▪ Clear and public responsibilities across agencies so communities know which agency is responsible for what, and who to contact about particular issues ▪ A clear timeframe for the plan that is publicly available and updated in real time ▪ Follow-up to participants about what government will do with information obtained from hui ▪ Clear implementation of actions that make a tangible difference to communities on the ground

	<ul style="list-style-type: none"> • Government response needs to be comprehensive to be successful. This means pakeha, tangata whenua and the private sector will need to be involved. There also needs to be consideration of how generational and gender concerns are incorporated into the response • Significant views that consultation must not be a “black hole”; nor can actions be meaningless and “just a piece of paper” • Government should articulate its vision of what successful implementation of the RCOI recommendations looks like • Queries about how the Government is prioritising the different recommendations • Concerns raised about the impact of the three year electoral cycle on implementation and queries about whether a cross-party approach is being pursued • Suggestion that the Government’s implementation of the Royal Commission Report should be a holistic cross-government exercise, rather than being divided up for implementation by distinct agencies • Concern raised about DPMC coordinating the government response in light of the Royal Commission’s finding that DPMC did not discharge its general oversight function well • Comment that legislative reform should not be done under urgency as there is a need to ensure adequate public consultation • View expressed that government should be realistic about what it can achieve in the timeframes available • Concerns expressed that the government’s response should not worsen the alienation already felt by some communities • View expressed that grassroots action will be important to make action “stick” • A comment was made that the Government’s response must be transparent (with concern expressed about the suppression orders made by the Royal Commission) as this will help allay concerns of any government involvement in the attack
<p>Engagement</p>	
<p>General (RCOI process)</p>	<ul style="list-style-type: none"> • Engagement must be genuine with feedback loops back into the community; cannot be a “tick box exercise”

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	<ul style="list-style-type: none"> • Concerns expressed about the hui process (eg, the need for longer meetings, more notice of meetings, timing of meetings, how invitations were issued, who was issued invitations etc) • Concern expressed that hui were not to discuss specific and tangible matters and that official/ministerial responses to questions were very general • Request for the Ministry of Education (including at a senior director level) and Ministry of Health officials to be present at hui • Some positive feedback that government was engaging directly with communities and not just through umbrella/national organisations • Interest expressed in having engagements in additional regional centres • Views expressed that the hui environment must be one where all parts of ethnic communities are comfortable to speak up (eg, women, youth, deaf or otherwise disabled, rainbow ethnic community)
<p>Need to reach a broader group of community members (RCOI process)</p>	<ul style="list-style-type: none"> • The government engagement process needs to reach deep into all communities, not just those who are able to attend in-person meetings. Material should also be in a more accessible form. Suggestions on both these aspects include: <ul style="list-style-type: none"> ▪ Use social media for broader reach (eg, Facebook and WhatsApp) ▪ Use videos/infographs etc; not just written material ▪ Use translations/interpreters for other languages • Government engagement needs to be broad and include the following groups: <ul style="list-style-type: none"> ▪ Tangata whenua (view expressed this should be via a partnership) ▪ All ethnic communities, including refugees ▪ Pakeha ▪ Women ▪ Faith and interfaith groups ▪ Youth (including the National Islamic Youth Association) ▪ Subgroups within communities (eg, Rainbow, deaf) • Suggestion to hold smaller meetings and in locations where communities are based so they are in a safe/comfortable place to express views

	<ul style="list-style-type: none"> • View that some people are focused on survival and do not have the emotional capacity (and potentially physical resources) to participate so there should be a process to capture their views/voices • Comment that youth and women should be at the core of the Government’s engagement process • Various comments that Muslims are a diverse group. Many practice their faith differently; interpret their faith differently. All Muslim voices should be heard in this process (eg, Sunni, Shi’a, Ahmadi) • Suggestion that government should engage with smaller organisations (including those that may not be registered), as well as bigger/national/umbrella organisations, and ethnically diverse people who may not be associated with any organisation at all
<p>Implementation Oversight Advisory Group (RCOI process)</p>	<ul style="list-style-type: none"> • Keen interest expressed in this group and how it will be set up • Views expressed that women and youth need to be represented in this group, as well as other minorities within groups (eg, rainbow) • Comment that there should be compensation for participation in this group • A view expressed that the group should also have sub-committees and participants should be resourced to participate • View that Group needs to draw from both established and informal organisations • View that the composition needs to be carefully thought through • Comment that the group should have regional spread and include participants from smaller centres as well as the main centres • View expressed that the Group should sit within a broader community engagement strategy (ie, the IOAG should not be the sole means for getting community input into the Government process)
<p>Resourcing for community (RCOI process)</p>	<ul style="list-style-type: none"> • Multiple comments around consultation fatigue, particularly among community members who are volunteering their own time. Comment that the government needs to be respectful of people’s time (including by giving notice to enable them to prepare and consult within their communities and realising that weekend meetings takes people away from family etc). • Suggestion that the Muslim community needs to be given support to genuinely engage with government on this response (eg, financial support / lawyers)

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<p>Consultation generally</p>	<ul style="list-style-type: none"> • Government should be conscious of consultation fatigue and the need for clear action to emanate from this consultation so it is not just a “black hole”. Communities need to be informed about the outcomes from engagement • Government should be more intentionally joined up on engagement so there are not multiple processes that continually draw on community resources • View expressed that consultation should empower communities and be a continuing process; it should not be ad hoc following traumatic events • View expressed that the government should genuinely commit to the IAP2 process • View expressed that government should consult with Imams when consulting on Muslim issues • Views expressed about the importance of feedback loops back to the communities arising from engagement
<p>Racism/Social/cultural environment/hate speech [see also education/employment section]</p>	
<p>General</p>	<ul style="list-style-type: none"> • Strong general concern expressed about the extent of outright, casual, and day-to-day racism/discrimination/othering that ethnic communities experience. Views/suggestions of how the government can address this include: <ul style="list-style-type: none"> ▪ Leaders need to show the way by demonstrating appropriate behaviour and shaping culture; this includes calling out bad behaviour ▪ There is a limit to which institutions/structures/frameworks can address these issues ▪ Government should consider how to increase the cultural competency of older generation, or those in the regions who may not have much interaction with ethnically diverse people ▪ [See section on education] • Query about the government’s role in addressing discrimination that occurs within communities (eg, Rainbow ethnic communities; representation of women/youth in faith leadership) • Multiple views that racism is endemic that requires a broad societal shift to address. This is because racism can be learnt – and reinforced – at home, at schools, in work places and within ethnic community groups

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	<ul style="list-style-type: none"> • Views expressed about the importance of ethnic communities and faith groups collaborating with each other and different groups being treated equally. View expressed that the distinction between culture and faith is not always accurate as these are intertwined • Strong concerns expressed around Islamophobia within New Zealand and how the government is dealing with this issue • Issues raised around family violence issues within Muslim communities and what the Government will do to tackle this • A comment made about the process locally in place in Dunedin to record reported instances of racism • Query about the Human Right Commission's role in anti-racism initiatives and the work the Commission is undertaking in this area • Comment that HRC must be fully resourced and that it would be useful to have a clearer understanding of their role
<p>Hate crimes / hate speech</p>	<ul style="list-style-type: none"> • There was a range of views expressed around enforcement/enactment of hate crimes and hate speech. These included: <ul style="list-style-type: none"> ▪ Views that there should be stronger enforcement of hate speech and crimes and/or strengthened offences ▪ Views that freedom of speech is not absolute; other freedoms are also relevant, so the incitement to violence/disharmony is a legitimate limitation on freedom of speech ▪ Views that current crimes are sufficient (eg, arson, assault etc) and additional hate crimes are not desirable as these would be difficult to identify and prosecute ▪ View that we cannot be a tolerant society if we are tolerant of intolerance ▪ Views that there should be a graduated approach to hate crimes, ranging from an approach for speech that is offensive and hurtful but does not meet the threshold of criminality to criminal offences. Education should form part of this approach ▪ Queries around where/how the line is drawn between hate speech and speech that is not criminal ▪ Comment about the racism reporting hotline available in Nelson and query whether this could be replicated in other regions or whether it could receive further funding for more extensive roll-out

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	<ul style="list-style-type: none"> • A view was expressed that there needs to be a reporting channel for communities concerned about people infiltrating different organisations and spreading hate. View that this may require some monitoring of faith/ethnic communities which express these views • A lot of interest expressed in the forthcoming engagement on hate speech
<p>Social cohesion</p>	<ul style="list-style-type: none"> • Social cohesion as a concept is not well understood; government should more clearly articulate what this means in New Zealand • Social cohesion is a long-term, difficult, structural issue that will need a paradigm/generational shift. This is a continuing process; Government should not envision an endpoint where implementation is “complete” • View expressed that social cohesion should also respect the tenets and beliefs of different cultures/faiths (eg, Islam). View expressed that inclusion should not involve imposing ideals on others where this would be inconsistent with their beliefs (eg, rainbow) • View expressed that social cohesion needs to cover the broad range of society, including all ethnic communities, faiths, rainbow community etc • Concerns expressed that social cohesion should not be viewed/implemented in a way that dilutes the identity of communities; it should ensure society benefits from the richness of diversity and allow people to express their full selves, rather than trying to make everyone the same • View that efforts towards social cohesion occur within a New Zealand colonial context and we can learn from the experience of tangata whenua • The Collective Impact Board must not be tokenistic; there needs to be broad representation and it should seek to bring communities together. Acknowledgement that this may be difficult as some ethnic communities often remain socially within their own communities. • View expressed that the Multi-Ethnic Council (model used by the Whangarei District Council) could be rolled out to other areas to achieve social cohesion objectives • Queries about OEC’s and MSD’s respective roles on social cohesion • Queries about how social cohesion works in mixed identity contexts, both for individuals and within families (eg, families with a mix of ethnicities, including Pakeha, and different faiths). Query about how this fits in with current definitions (eg, for ethnic communities)

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	<ul style="list-style-type: none"> • A suggestion that religious leaders, such as Imams, should be equipped to deal with social cohesion issues within their communities and there should be training provided for this purpose
Employment	
<p>General</p>	<ul style="list-style-type: none"> • Views expressed that private sector needs to be part of the solution to ethnic communities' employment issues. Government should be courageous about tackling employment issues in the private sector and look at the levers available to it to influence the sector • General concern expressed about the need to include ethnicity data when filling in forms for employment, whether this was compulsory or voluntary, and whether this could lead to discrimination • Query how government will measure success of PSC-led recommendation to "encourage" a more diverse public sector • Views expressed that women should be an area of focus for the government; comment that Muslim women in particular are easily identifiable and can find it difficult to find jobs • View expressed that the lived experience of ethnically diverse staff gives an organisation/service provider/employer with a better understanding of the needs and aspirations of ethnic communities, and should be valued and recognised more by employers • View expressed that employers' focus on formal qualifications rather than life experience does not place sufficient value on what ethnically diverse staff can bring to jobs • Suggestion that there should be scholarships for Muslim social workers • Comment that visibly ethnically diverse workplaces are important to demonstrate that these employment pathways are open to those of diverse ethnicities/faiths (eg, hijabi Police officers)
<p>Discrimination in workplace</p>	<ul style="list-style-type: none"> • Strong views expressed about the extent of faith and ethnic discrimination in the workplace. This is exacerbated when faith/ethnicity is visibly apparent. This can include screening out foreign names and requirements for New Zealand based experience. Many shared experiences of the discrimination they had encountered. Suggestion that recruitment processes should be "blind" to ensure ethnicity/faith is not a factor in employment decisions (ie, possible identifiers such as photos/names blacked out) • Suggestion that there could be something similar to the "rainbow tick" for diversity objectives

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	<ul style="list-style-type: none"> • Views expressed that simply placing diverse people into roles is not enough. There needs to be an environment where they are comfortable with expressing their identity and this is valued • Comments that racist micro-aggressions within the workplace need to be addressed and concerns that there is not always a clear reporting pathway; this is exacerbated by the unequal relationship between employer and employee, and vulnerabilities that employees may have arising from immigration status • Comments that RSE workers are a vulnerable group within certain regions, and can be subject to an underbelly of racist behaviour
Leadership roles in public sector	<ul style="list-style-type: none"> • Concerns raised that there are not enough people in tier 1-3 roles in the public service to demonstrate that such positions are attainable for ethnically diverse communities. Grad programme a start but will not solve the middle/senior management lack of diversity • Suggestion for a mentoring programme to assist ethnically diverse people to enter into leadership roles
Grad programme	<ul style="list-style-type: none"> • Various positive views expressed about the grad programme. View expressed about the importance of having a balance of different ethnicities represented in the grad programme, as well as regional distribution and gender balance • View expressed that grad programme will only have superficial impacts and there needs to be a broader employment strategy • Concern expressed that this could be a form of “othering” with perception that people are employed on the basis of ethnicity rather than merit. Comment that meaningful change to inclusion requires a more considered and embedded approach across employment practices
Education	
General	<ul style="list-style-type: none"> • View that schools need to target anti-social / racist behaviours from an early stage. View that there needs to be sufficient resources to deal with bullying and racist issues within schools • Various views expressed about teachers in schools: <ul style="list-style-type: none"> ▪ Views expressed that in some instances principals/teachers perpetuate stereotypes and/or racist views

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	<ul style="list-style-type: none"> ▪ Suggestion there should be cultural competency training for teachers, beyond the current material that focuses on Māori and Pasifika students. There could be something systematic for Muslims (eg, how to be supportive during Ramadan) as well as other faiths ▪ Concern about equity around remuneration and recognition (ie, recognition of “management units” for ethnically diverse teachers that are not Pasifika or Māori teachers) ▪ Suggestion that teachers need to be provided with training/material on how to shut down racist discourse ▪ Suggestion that there should be incentives to ensure teachers are more ethnically diverse, and that the diversity challenge is particularly marked in the deep South ▪ View that some ethnically diverse teachers suffer racism themselves and need tools to deal with this ▪ Suggestion that teachers need to celebrate ethnic diversity within schools • Views expressed that schools have an inclusive environment. This could include accommodating particular diets (eg, halal) in cafeterias and accommodating Friday Muslim prayers for older students • View expressed that there should be bottom-up, community-led education (eg, Imams could be given mandate to educate children about Islam) • View expressed that there needs to be a way to make sure Boards of Trustees within each school abide with central rules/directions (eg, allowing Muslims to attend prayers etc). • View that government should also provide funding to schools to undertake inclusive measures short-term (eg, visits to marae/mosque) • Concern expressed that schools deal with incidents involving both racism and bullying as a bullying issue, so that this aspect is addressed but not the underlying racist sentiment. This underlying reason is not always communicated to parents (eg, if bullying consists of pulling off a child’s hijab) • Query raised about how ethnically diverse youth can be included in universities • View expressed that changes need to be made from kindergarten level up and for changes not to be superficial. Communities should be engaged on this • Comment that the education system needs to accommodate minority groups within ethnic/faith groups (eg, deaf/disabled)
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	<ul style="list-style-type: none"> • Suggestion that the language of “self-regulation” should be framed more positively • View expressed that self-regulation tools are generic and need to be more specifically tailored to groups such as Muslims • Comment that there needs to be more transparency around decision-making for schools going into lockdown, with the relationship and information shared between Police and schools highlighted • Comment that Boards of Trustees need to be more ethnically diverse • Concern about the extent to which ethnically diverse students are expected to educate peers about their culture (ie, burden shifting from teachers)
Curriculum	<ul style="list-style-type: none"> • Multiple comments that there needs to be education about different faiths/ethnicities within the New Zealand education system, including their contributions to society throughout history. Views that this could occur in New Zealand’s secular framework if it is informative. View that this should begin at kindergarten and continue throughout schooling. Query whether this education would be compulsory or optional • Suggestion there should be more emphasis/opportunities for people to learn te reo Māori • Suggestion that New Zealand look to Singapore for examples of intra-cultural teaching/training in schools • Concern expressed about the sector’s capacity to deliver education on social sciences, including religion, as many of these units have been shut down
Government services	
General	<ul style="list-style-type: none"> • Concern expressed that people who live in the regions are not necessarily aware of government initiatives/support (eg, MSD initiatives) • View raised that deaf Muslims have difficulty accessing services • Various views raised on settlement services: <ul style="list-style-type: none"> ▪ Concern that current focus for recent migrants is providing housing, education, and health needs and mental wellbeing support is not provided/considered ▪ View that settlement services should include more education / context setting about Māori culture

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	<ul style="list-style-type: none"> ▪ View that settlement support services should link recent migrants with a kiwi family or tangata whenua, rather than someone else from their own ethnic group • View that there needs to be better collection of data to inform the provision of government services • Suggestion that community members have a single point of contact within government to help navigate the complex government system • View expressed that community members are often wary of going to government for help. It is important that there is a regional presence so relationships and trust can develop to build this comfort • Suggestion for a cultural advisory committee within MSD to oversee cultural aspects of how MSD provides services • Concern about funding provided to ethnic communities for health services (ie, funding provided to Māori/Pasifika) which results in a lack of equitable access • A query about whether the government provides Muslim integration programmes • Query around mental health and well-being services to help people navigate these issues
<p>Cultural competency / Bias</p>	<ul style="list-style-type: none"> • Concerns expressed that there is not enough cultural competency in the public sector, both at a policy level as well as a service provider/design level (eg, arranged marriages and immigration). Suggestion that this training would in some instances be more appropriate led by women, given some of the gender issues that come up in (eg, in the health sector). • Concerns expressed about bias/racial profiling at the border with immigration/customs (eg, jihadi brides / being taken aside for questioning because of appearance) • Views expressed that there needs to be greater cultural competency to ensure that all members of ethnic communities are comfortable expressing views in order to access services (eg, women/youth in health settings) • Suggestion to include more translations and to involve ethnic communities in more work by government agencies (e.g., online communication, social media etc.). • Concerns that language can be a barrier to accessing services. While there is an interpretation service, this is not always adequate in urgent situations (eg, personal safety / police) • Concerns expressed about institutionalised racism in the justice and health sector

<p>Psychosocial support arising out of March 15</p>	<ul style="list-style-type: none"> • Views raised that there needs to be emotional support services for Muslims, particularly Muslim youth, in the aftermath of the March 15 attacks. This needs to be done in a culturally appropriate manner; some psychosocial support has not been culturally sensitive • Views expressed that government should consider whether there is a need for ongoing support for the survivors and wider group of impacted Muslims of the March 15 attacks • Query about what government support is available to the Muslim community on anger management/addiction/family violence etc, and whether the relevant government department managing this has the cultural competency to do so
<p>Safety</p>	
<p>General</p>	<ul style="list-style-type: none"> • March 15 caused a ripple throughout ethnic communities generally, sparking concern about their safety. Question raised about what the government is doing to make sure ethnic communities are – and feel – safe in New Zealand • View that Muslim youth are afraid to walk on the streets. Suggestion that recommendations 1-27 should be implemented as a matter of priority • Concern that reports about threats are not always acted upon (eg, Police / Netsafe). Also unclear what the threshold of concern for reporting a threat should be • Suggestion that Police collect ethnicity data for victims to enable a centralised picture of hate crimes to be built • Queries about whether the government is aware of and addressing the spread of extremist ideologies in New Zealand and within ethnic communities • Concerns raised about the security risks for Muslim women who are visibly identifiable and the need to address this safety concern • View expressed that Police should be provided more powers • Concern expressed that some regions do not have dedicated ethnic support within Police • Query about what the government is doing about the ease of accessing firearms (including number/quality of referee checks) and the process for someone losing their firearms licence

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	<ul style="list-style-type: none"> • Query about what checks are made on people who enter New Zealand from other countries (eg, Australians) • Comment that there should be hotlines / panic buttons at religious sites and at schools that can be used when there is an immediate security issue such as an attacker
<p>Media</p>	
<p>General</p>	<ul style="list-style-type: none"> • Strong concern expressed that media portrayal of ethnic communities, and Muslim communities in particular following September 11, is biased. Concerns expressed that there is a lack of positive representation of communities to balance out the negative portrayals so the public is presented with a skewed view; this is a strong concern because of the media’s role in shaping the public discourse and public opinion. A view was expressed that media was not giving the same level of coverage to all forms of attack across the spectrum of extremism (Anders Breivik cited as an example of an incident with inadequate coverage) • Suggestion that there should be a mechanism to force media to deal with factual inaccuracies • View that there should be some form of enforcement (eg, Broadcasting Standards Authority) to address speech in media that is hurtful/offensive, but not criminal • Strong concerns raised about the role of social media in spreading hate, disinformation and conspiracy theories; Queries about what the government is doing to tackle this • Concerns raised by people setting up fake accounts purporting to represent a particular community / faith and what avenues are available to address this • Query about how to report instances of hate speech / offensive speech on social media • Suggestion that communities should take up the opportunity presented by media to spread positive views about ethnic communities and flip the narrative • Query about what New Zealand is doing to between link between mainstream media and Islamophobia • Concerns expressed by parents about their children’s access to inaccurate information on social media that exacerbates racist sentiment; concern that youth may place more credence on information on social media than other sources and that parents not necessarily equipped to explain the risks • Suggestion for an ad campaign to encourage people to approach and talk to people of different ethnicities/faiths, rather than staying silent and making assumptions that can breed further fear

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	<ul style="list-style-type: none"> • Comment that media misrepresentation particularly affects Muslim women because they are more visibly identifiable for their faith
<p>Intelligence agencies</p>	
<p>General</p>	<ul style="list-style-type: none"> • Strong concerns raised about the RCOI's finding that the intelligence agencies had placed an inappropriate concentration of resources on Islamic threat and what was being done to remedy this • A view expressed that terrorism is not an Islamic problem or specific to any ethnicity or faith but can happen to anyone and be conducted by anyone • Views expressed that some faiths tolerate racism or racist sentiments • Interest expressed as to how the government will create opportunities to improve public understanding about the violent extremist and terrorist threat in New Zealand as per the public discussions envisaged in recommendation 15 • Query about how intelligence agencies can monitor members without causing anxiety within communities • Concern expressed about events overseas that impact the spread of extremist ideologies in New Zealand, and query as to what intelligence agencies are doing about this • Concern raised that religion is a factor in security clearance checks, even though gender and ethnicity are not. View expressed that this can put people off from applying for jobs that require a security clearance if they are of a certain ethnicity/faith • Query about why security agencies are still biased in keeping Muslims under surveillance, while missing the white supremacist threat • Query about what can be done to address lone wolf threats • Comment that Government should utilise community intelligence (eg, from neighbourhood groups) in identifying threats
<p>New agency</p>	<ul style="list-style-type: none"> • View expressed that the institutional racism of the current operational agencies should not be carried over into the new agency • View expressed that the new agency should operate strategically with a broad perspective on national security risks

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<p>White supremacism</p>	<ul style="list-style-type: none"> • Suggestion that the SIS should consider having a white supremacist unit similar to other jurisdictions (eg, Norway after Breivik attack) • Query about the status of the far-right threat in New Zealand, whether such groups should be designated as terrorist entities • Experience shared that the issue of white supremacism is not new and that identity politics that demonises the 'other' is part of history. Suggestion that the government can learn from the Jewish experience • Query about what the government will do to counter the white supremacist movement and how it will provide a pathway out of extremism • Query whether public servants are vetted for whether they hold white supremacist views or adhere to other harmful ideologies before being appointed
<p>Ministry for Ethnic Communities</p>	
<p>General</p>	<ul style="list-style-type: none"> • Interest expressed about what the Ministry will focus on and how it will work across public sector agencies • Views expressed that the new Ministry should not be a Wellington based bureaucracy. It will need a strong regional presence. Query around what the resourcing in the regions would look like. Views expressed that Ministry staff in the regions should listen to communities; not just to their concerns but also their proposed solutions • Strong interest expressed in the engagement process for the new Ministry; calls for this to be a genuine exercise with the opportunity to influence its shape • Queries about how the upgrade to a Ministry will enable it to achieve more for communities than OEC has been able to. View expressed that OEC is currently doing a good job and does not need to be changed into a Ministry • Various queries about what the new Ministry will do about: <ul style="list-style-type: none"> ▪ domestic violence within ethnic communities ▪ hate speech against Muslims ▪ work that is currently being done by other agencies (eg, MSD and social cohesion)

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	<ul style="list-style-type: none"> ▪ involving the private sector to help ethnic people in business ▪ data collation • View expressed that the Ministry will need to engage equally across all diverse communities. • View expressed about the administration of the ECDF: <ul style="list-style-type: none"> ▪ Query about how the new Ministry will approach funding to groups that maintain anti-LGBTQI views ▪ A view expressed that the ECDF should have a multi-year focus to ensure the success of projects, not just a short-term focus • Concern expressed that locating ethnic communities within a single ministry could side-line ethnic concerns (eg, “Ministry for brown people”). Rather, these issues should be mainstreamed throughout all government departments • Views expressed that the new Ministry’s leadership and staff needs to reflect the diversity within New Zealand • View that the new Ministry should take small steps that make a meaningful change rather than trying to do lots of different things shallowly: “go slow”
<p>Genuine transformation</p>	<ul style="list-style-type: none"> • Strong views expressed that there needs to be a genuine transformative change for the new Ministry that will have a positive, practical and tangible impact on communities. A label change would not be acceptable. It needs to be built from its foundations • Views expressed that the Ministry must be provided with money and additional resourcing to ensure the Ministry has the capacity to deliver beyond current OEC capabilities • Concerns expressed that the new Ministry will not be separate from DIA; that it will report to a “mother” department • Suggestion that officials should look at other models around the world to see how similar Ministries operate • A view expressed that engagement with faith and interfaith groups should be part of the new Ministry’s remit
<p>Other</p>	

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<p>OEC</p>	<ul style="list-style-type: none"> • Concerns expressed about OEC’s approach to releasing the Faith / Interfaith report • A suggestion made that OEC be independently evaluated (its policy function, funding, and community engagement process) • Disappointment expressed about the lack of follow up to the Muslim Dialogues
<p>Regions / Local Councils</p>	<ul style="list-style-type: none"> • Views expressed that the regions do not have good awareness as to what government funding is available and this can cause disproportionate distribution to urban centres • Views expressed that the regions felt excluded from the Royal Commission process; there was little awareness that this was happening or of the opportunity to make submissions • View expressed that there should be a better partnership between central/local government, particularly as delivery often relies on partnerships with local government. Christchurch’s multicultural strategy cited as a partnership approach that could be considered by other councils • View expressed that Central Government is good at consulting and managing issues in the main centres but does not have good visibility over issues in smaller areas, which are different from big cities. Suggestion that there should be proper consultation in smaller regional centres to ensure these concerns are registered and dealt with • Concerns raised that the government is not very visible in the regions
<p>RCOI Report</p>	<ul style="list-style-type: none"> • Concern expressed about the length of the report • Views expressed that report should be translated into more languages • View expressed that translations were buried and should be better publicised • View that report should be made more accessible (eg, through the use of videos, images, or other interactive media) • Views expressing gratitude for comments/submissions being reflected in the report
<p>Faith</p>	<ul style="list-style-type: none"> • Query about the government’s approach to recognising non-Christian holidays • View expressed that there needs to be better cooperation between faiths • View expressed that the government needs to be careful about the faith space and should not be overly focused on one faith group

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	<ul style="list-style-type: none"> • Query about what government can do to assist people who convert to other faiths and encounter prejudice from people not of that faith • Comment that Local Councils need to recognise the requirements for Islamic burials and accommodate this in processes
<p>Research</p>	<ul style="list-style-type: none"> • Suggestion that government should consider research that has already been completed rather than starting anew • View expressed that there needs to be diversity among those conducting research (eg, Centre for Excellence). Concern expressed that pakeha usually receive funding for research and that diverse communities should be funded to conduct research for themselves • View expressed that more demographic data is required on ethnic communities
<p>Other</p>	<ul style="list-style-type: none"> • Query how the government should approach overseas events that can cause tensions within/between communities in New Zealand • View expressed that government needs to consider its approach to taking children away from parents and its impact on children • Concerns expressed that having a Minister outside of Cabinet reflects the government's lack of priority for ethnic communities • Query about New Zealand's foreign policy posture and trade balance with countries with questionable human rights records • Query about what government will do to ensure family members are able to come to New Zealand • Concerns expressed about the difficulty of getting people's names on birth certificates and passports changed where these are incorrect. Suggestion for an amnesty period for getting names on passports changed where this has been a result of an administrative error

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Diversity, Inclusion and Ethnic Communities briefing

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

**Title: Engagement approach for the establishment of the Ministry for
Ethnic Communities**

Date: 5 March 2021

Key issues

Engagement with Ethnic Communities is essential in the design and establishment phase of the Ministry for Ethnic Communities. The engagement will need to be an ongoing process as the Ministry's strategy and priorities are expected to evolve over time. We are seeking your agreement to the overall engagement concept and to you taking a lead on the first tranche of engagement between now and 30 June 2021. This paper offers an opportunity for you to consider and provide feedback on the approach we are proposing to take to the first tranche of engagement.

Action sought

Agree to the overall engagement concept as outlined in this paper.
Agree to taking a lead on the first tranche of engagement.
Discuss the proposed approach to the first tranche of engagement with officials.

Timeframe

By 9 March 2021

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1 st contact
Raj Krishnan	Programme Director	9(2)(a) OIA	✓
Anusha Guler	Executive Director, Office of Ethnic Communities	021 227 8117	
Return electronic document to:	OECMinisterial@da.govt.nz		
Ministerial database reference	OEC0446		

Purpose

1. This briefing seeks your endorsement for the proposed approach to engaging with Ethnic Communities as part of the process to establish the Ministry for Ethnic Communities.
2. It also outlines an approach for your role as part of the engagement with Ethnic Communities from now until 30 June 2021.

Engagement with communities will be an ongoing process over the next two years

3. Engagement with Ethnic Communities is essential in the design and set up of the Ministry for Ethnic Communities as it will help to ensure that the Ministry is fit-for-purpose from the perspective of its stakeholders.
4. In thinking about how to design the engagement approach, we have tried to focus on an engagement model that:
 - 4.1 Consistently looks to build on what we have heard previously;
 - 4.2 Allows for as broad a range of perspectives as possible; and
 - 4.3 Is accessible to all people who wish to participate.
5. Given the breadth of the communities we want to engage with, and the work involved in scaling up the new Ministry from its starting position, we envisage the process of developing the Ministry's strategy will be iterative and is likely to need to continue for at least the next 18-24 months. *How long did the engagement on Lalani's Teu strategy take?*
6. This timeframe reflects the fact that the Ministry will need to develop both an Organisational Strategy and a Broader Strategy. Appendix 1 attached shows an initial articulation of how the two pieces of strategy work will combine to ensure the Ministry can deliver on Government's aspirations for Ethnic Communities.
7. The Organisational Strategy will help the Ministry understand its role, its immediate priorities, and how it needs to evolve in the medium-term if it is to deliver on its role effectively. Note that you are separately receiving information and advice on the work to articulate the purpose, role, and functions for the new Ministry.
8. We will keep you informed on progress on the Organisational Strategy as part of the wider establishment programme for the Ministry.
9. The Broader Strategy will be a longer-term outlook to inform how the Ministry and other players will work together across the system to help support the delivery of the outcomes which the Government is seeking. We anticipate that the process to develop this Broader Strategy will require a significant collaborative effort, with Ethnic Communities, iwi, experts, businesses, non-government, and government bodies working together. As an example, the Department of Conservation's Predator Free 2050 Strategy took 18 months of a collaborative effort to develop.
10. Through the initial engagement (April/May), we want to start focusing on the development of the long-term vision for Ethnic Communities. Our goal is to that the long-term aspiration of Ethnic Communities can be articulated ahead of the Ministry being established. This aspiration will then inform the work of the Ministry from its inception.

11. Given the length of the engagement period, we have broken the engagement process down into three tranches. The purpose of each tranche of engagement, as well as details of when it is expected to take place, is set out in the table overleaf.

	Tranche 1	Tranche 2	Tranche 3
Timing	April/May 2021	9(2)(ba)(ii) OIA	
Purpose of engaging	Focus on the Ministry's role, purpose, and priorities for medium-term; Start to understand the long-term aspiration of Ethnic Communities	More detailed engagement on the Ministry's strategic framework as it is evolving; Building connections between Ministry/CE and Ethnic Communities	To work with stakeholders on the development of a longer-term Strategy
	More focused engagement on Ministry brand/identity		
Will inform	Development of strategic a framework and Cabinet Paper on Ministry establishment; An articulation of the long-term aspiration of Ethnic Communities;	First Ministry for Ethnic Communities Strategic Intentions document; The Ministry's role as a System Leader and its work on developing its Broader Strategy	The next iteration of the Ministry's Broader Strategy
	Development of Ministry branding and associated collateral		
Engagement lead	Minister	Chief Executive of Ministry	

12. As shown in the table, our intention is to gradually shift the conversation from the immediate priorities for the Ministry to the wider societal objectives over time.

We are seeking your agreement to lead the first tranche of community engagement

13. The first tranche of engagement, proposed for April/May 2021, will focus heavily on what the Ministry does, including its mandate/purpose, design principles and immediate priorities for the Ministry. — After Budget process?

14. The insights from this engagement will be used for a range of purposes:

- 14.1 Provide direction for the design of the Ministry.
- 14.2 Inform the Strategic Framework within which the Ministry will operate initially.
- 14.3 Assist with briefing the new Chief Executive on the Ministry's role and the expectations of Ethnic Communities.
- 14.4 Communicating with Ethnic Communities about the establishment process.

15. Note that you will be going to Cabinet in May/June to seek agreement on the mandate and functions of the Ministry. The outcomes from the first tranche of engagement will be a key input into the development of the Cabinet Paper.
16. As part of the first tranche of engagement, we would also use the engagement as an opportunity to do some more limited engagement on the branding and identity of the Ministry. Our view is that conducting this engagement at the same time will remove the need for us to engage separately on this.
17. Given that you will have responsibility for the new Ministry (as the new Ministry does not take effect until 1 July 2021) we are seeking your agreement to take a lead role in this first tranche of engagement.
18. In order to help you better understand what this means, we have outlined our suggested approach to the engagement below for your consideration.

We have a suggested approach to the upcoming engagement that we want your guidance on

19. To gain a diverse perspective the engagement ideally would be interactive, accessible and allow for a broad range of perspectives to be heard.
20. Our goal is to reach a wide range of people within communities, including youth, women, elderly, and across a broad range of geographical locations. To do this, we will need to use a range of channels to engage.
21. Engaging across a combination of channels will assist in capturing ethnic perspectives that are often not heard through traditional forms of engagement. Done well, it can also contribute to increased uptake, as it does not rely on people having to make other arrangements for their work or family commitments.
22. We are proposing a three-stage process to the first tranche of engagement:
 - 22.1 Stage 1: Pre-engagement phase
 - 22.2 Stage 2: Engagement phase
 - 22.3 Stage 3: Feedback loop phase

Stage 1: Pre-engagement phase

23. The goal of this phase is to ensure Ethnic Communities are in a position to participate fully in the engagement process.
24. Key community leaders have asked that, as much as possible, we provide a good lead-in for any engagement.
25. Letting communities know that engagement is coming up allows communities to have discussions, prepare and come informed. This can lead to higher quality engagement.
26. Additionally, the Office of Ethnic Communities (OEC) (and Government more widely) has undertaken large amounts of consultation over the years. We will provide a stocktake of what we have heard to date, which will support the engagement. This is also to ensure that we reduce consultation fatigue by already acknowledging the previous insights which communities have provided.
27. There are several ways OEC can support this pre-engagement stage, including:
 - 27.1 Releasing pre-recorded videos and messages via ethnic media outlets;

- 27.2 OEC's Regional Community Engagement Teams meeting directly with key leaders who can assist in reaching a wider audience and prepare communities for the upcoming engagement;
- 27.3 Disseminating information through the Multilingual Information Network; and
- 27.4 Identifying existing forums that we can tap into, for example, Christchurch's Multicultural Advisory Group and the New Zealand Police Commissioner's Ethnic Forums.

Stage 2: Engagement phase

28. We have considered different approaches for the strategic conversation (wide engagement) and the brand and identity (smaller creative process).
29. For the engagement approach to developing the strategic intent of the Ministry, we propose avoiding the "town hall" approach as this can contribute to stakeholder's consultation fatigue and may discourage people from speaking given the open format, so a diverse viewpoint is not expressed. We also received feedback from attendees at the Royal Commission hui on preferences for more interactive engagement.
30. We are currently talking to the Ministry for Pacific Peoples and the Climate Change Commission to understand the national engagement that they have recently undertaken.
31. For the April/May engagement we suggest considering a combination of:
 - 31.1 Online interactive tools (videos, online conversations, surveys);
 - 31.2 Small focus groups;
 - 31.3 Virtual meetings (i.e. Zoom meetings with breakout rooms); and
 - 31.4 Making use of existing forums.
32. One group that needs careful consideration is senior citizens within Ethnic Communities. This group brings insight and mana. There are a number of barriers for this group to engage, including language, access to technology, and mobility. For this group, we recommend that we undertake a range of one-on-one interviews with OEC engagement staff.
33. For brand and identity engagement, we recommend a different approach. Looking at other agencies' successful examples shows that engaging a small group, particularly youth, in the creative process can give a fresh and enduring brand and identity.
34. We recommend you consider inviting a group of youth from a range of ethnic communities to be the 'design focus group'. Given the large number of ethnic communities and geographical spread we suggest three groups (Auckland, Wellington, and Christchurch). If you would like us to take this approach we will provide further detail on how it would be carried out.

Stage 3: Feedback loop phase

35. Providing a summary of the feedback we hear and making this accessible to those that contributed to the engagement and beyond will assist in maintaining trust with stakeholders and the community and empowering them. This can be done by publishing a summary and visual document on the OEC's/the Ministry's website. This document will not be an analysis of the data or outline any recommendations but

provide a central place that people can go to see themes and immediately see that their voice has been heard.

Budget and timeframes for the April/May engagement

36. To assist with this planning, we have set aside a budget for this engagement and identified several external experts that can assist with the preparation of this engagement (and associated collateral).
37. In terms of timing, we will be looking to carry out most of the engagement during the month of April. However, we are conscious that Ramadan commences approximately the evening of Monday, 12 April 2021, and ends Wednesday, 12 May 2021. Any engagement period needs to allow time for those participating in Ramadan to also have time to engage.
38. Consideration will be made to accommodate those observing Ramadan, with no engagement taken in the afternoon or on a Friday. There should be no engagement with the Muslim community from the start to mid-May 2021 as the last ten days of Ramadan are particularly sacred and important.
39. Through our community engagement team, we will undertake pre-engagement to best understand how to accommodate the Muslim Community.

Next steps

40. Subject to your feedback on the engagement concept outlined here, we can start to work on more detailed planning for the engagement and keep you informed of the progress.

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Recommendations

41. We recommend that you:

Discuss the proposed engagement approach with officials.

Yes/No

Agree that you will take a lead role in the first tranche of engagement.

Yes/No

Agree to the Office of Ethnic Communities developing an engagement strategy that is inclusive, interactive, across various mediums, and includes:

- Stage 1: Pre-engagement phase
- Stage 2: Engagement phase
- Stage 3: Feedback loop phase

Yes/No

Note you will be going to Cabinet in May to seek agreement on the mandate and functions of the Ministry for Ethnic Communities and that the content of that Cabinet Paper will be informed by the proposed engagement.

Yes/No



Anusha Guler
Executive Director, Office of Ethnic Communities



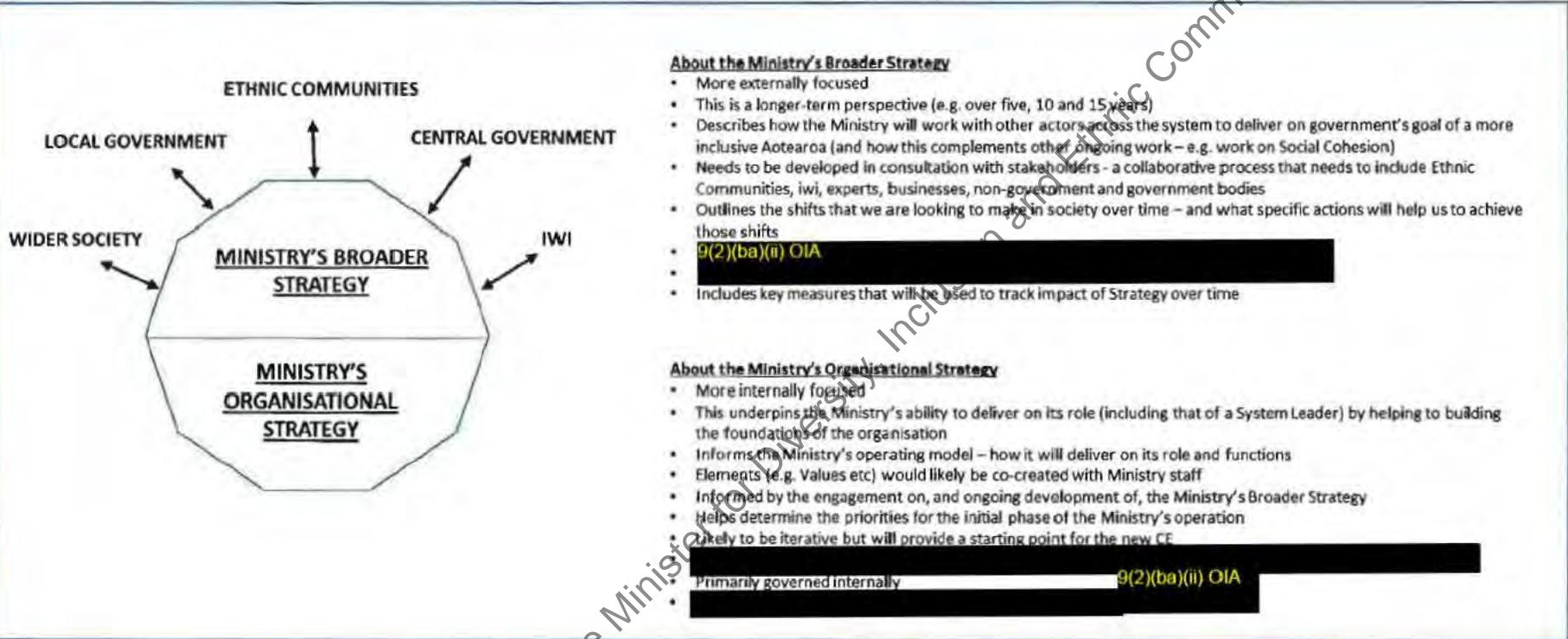
Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

8 / 3 / 2021

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Appendix 1: Setting the Ministry's Strategic Direction – Working Draft



Proactively released by the Ministry of Primary Industries and Ethnic Communities



Diversity, Inclusion and Ethnic Communities briefing

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: Establishing the Ministry for Ethnic Communities – role and functions

Date: 5 March 2021

Key issues	
<p>We provide information and advice on the purpose, role and functions of the Ministry for Ethnic Communities (Ministry) and outline what system leadership for the Ministry could look like in time. We also outline a pathway for your consideration for ensuring the independence for the Ministry as a Departmental Agency.</p>	
Action sought	Timeframe
<p>Note that on 8 March Cabinet will consider the Cabinet paper titled <i>Government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain - first report back</i>.</p> <p>Note that following your approval the Department has re-submitted the revised Budget Bid to The Treasury.</p> <p>Agree that your report-back to Cabinet be scheduled for end-May / early-June once Budget 2021 decisions are made and your engagement with ethnic communities on the broader strategy is concluded.</p> <p>Agree that for year one, the Ministry operate within DIA's frameworks for strategy and policy, and the management of assets and liabilities, with the intent that in time the Ministry would operate with in its own frameworks, subject to an assessment of the capability and capacity required to do this.</p>	<p>Before 8 March</p>

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1 st contact
Anusha Guler	Executive Director, OEC	021 227 8117	✓
Raj Krishnan	Programme Director	9(2)(a) OIA	
Return electronic document to:	Raj Krishnan raj.krishnan@dia.govt.nz		
Cohesion reference	OEC0445		

Purpose

1. You have asked for further information and advice on the purpose, role and functions of the Ministry for Ethnic Communities (Ministry). The paper provides that information and advice and outlines what system leadership for the Ministry could look like in time. We also outline a pathway for your consideration for ensuring the independence of the Ministry as a Departmental Agency.

Executive summary

2. Work to establish the Ministry is well underway. On 8 March Cabinet will consider a paper titled *Government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain – first report back*. The Cabinet paper notes that you will report back to Cabinet before 1 July with recommendations about the Ministry's functions and responsibilities. The Cabinet paper also notes that the Public Service Commissioner will appoint an acting Chief Executive to lead the Ministry from 1 July 2021 and that recruitment for a substantive Chief Executive will commence later in 2021 following Cabinet's decisions on the functions and mandate of the Ministry.
3. While OEC has built capability over the last few years, particularly in community engagement, it is subject to significant demand from the system for support and does not yet have a clearly articulated and "community owned" strategy from which to prioritise its efforts. OEC is consequently spread thin.
4. In conjunction with the current functions, the new functions recommended in the Royal Commission of Inquiry report would provide a solid foundation, once implemented and embedded, for the Ministry to provide leadership across the public-sector system and potentially beyond. It is important that the mix of effort across the functional areas of the Ministry is guided by a "community owned" strategy which identifies the vision and short-, medium-, and long-term objectives, goals and priorities for improved wellbeing for ethnic communities in Aotearoa New Zealand. This would allow for a focus of effort and provide tangible priorities for the system to progress, led and/or supported by the Ministry. We recommend that this broader strategy is the focus of your community engagement over the next few months.
5. We seek your feedback on the approach outlined in this briefing in relation to functions and strategy development and whether you consider there are any gaps in functions or approach. We recommend that your next report-back to Cabinet be scheduled once Budget 2021 decisions are made and your engagement with ethnic communities on the broader strategy is concluded. We have provided you separate advice on the engagement process.
6. Through recent engagement we have heard some concern raised about the independence of the Ministry, particularly from DIA. The Departmental Agency form is relatively new and recent amendments Public Service Act (section 24 of the PSA refers) provide avenues to increase the independence of the Ministry from DIA in relation to:
 - 6.1 whether the Ministry will operate outside of the strategic and policy framework of DIA; and
 - 6.2 whether the Ministry may manage assets and liabilities.
7. We recommend that for year one, the Ministry operates within DIA's frameworks for strategy and policy, and the management of assets and liabilities, with the intent that

in time the Ministry would operate with in its own frameworks, subject to an assessment of the capability and capacity required to do this.

Background and context

8. In December 2020, Cabinet considered the report *Ko tō tatou kāinga tēnei* (Report of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019) and agreed in principle to implement its recommendations.
9. Recommendation 30 of the report provided that the government investigate the machinery of government options for an agency focused on ethnic communities and multiculturalism and establish a fit for purpose organisational design that will encompass the current functions of the Office of Ethnic Communities (Te Tari Matawaka) and enable it to:
 - 9.1 advise the government and public-sector agencies about priorities and challenges that affect ethnic communities' wellbeing;
 - 9.2 collate and use data to analyse, monitor and evaluate public sector efforts to improve the wellbeing of ethnic communities, what those efforts should be and how they should be prioritised; and
 - 9.3 develop an evaluation framework that incorporates performance indicators that examine the impact and effectiveness of government policies and programmes on the wellbeing of ethnic communities.
10. In December 2020, Cabinet also agreed that the Ministry would be established as a Departmental Agency from 1 July 2021, with DIA as the host agency.

The Office of Ethnic Communities and current funding

11. Like other population agencies, OEC has a mandate relating to a specific population within New Zealand. In the context of OEC's mandate, the term "ethnic" refers to people who are new migrants, former refugees, long-term settlers, and those born in New Zealand who identify their ethnicity as Middle Eastern, Latin American, Continental European, Asian or African. OEC has also extended its work to include some religious communities, recognising that religion is often intertwined with ethnicity. In addition, some ethnic communities are sizeable and established in New Zealand, while others are emerging with fewer resources and different cultural and religious priorities.
12. Following the terror attack of 15 March 2019, an additional \$9.444 million over four years of departmental funding was invested into OEC to increase its ability to proactively support communities impacted by the attack and provide a stronger connection between ethnic communities and government.
13. OEC 2020/21 departmental funding is \$9.555 million. This include two components of time-limited funding:
 - 13.1 \$0.630 million was provided through Budget 2020 to maintain the additional regional presence in the Southern region until June 2021; and
 - 13.2 \$1.708 million over two years (\$0.905 million in 2020/21 and \$0.803 million in 2021/22) was provide as part of the COVID-19 Response and Recovery to support the new Multilingual Information Network.
14. As part of its decision to establish a Ministry, Cabinet:

- 14.1 approved additional funding of \$4.686 million over 4 years (\$0.502 million in 2020/21, \$1.052 million in 2021/22, and \$1.044 million in 2022/23 and outyears) to meet establishment and incremental costs associated with the Departmental Agency (e.g. inclusive of establishment cost and the ongoing costs associated with new Chief Executive); and
 - 14.2 noted that you may seek additional funding in Budget 2021 or future budgets to address time-limited funding and any additional costs associated with the new Ministry, its new status in the communities, COVID-19 recovery roles or other work programme initiatives.
15. In respect of Budget 21 you have submitted a Budget Bid to increase resourcing for the Ministry. DIA has reworked the budget bid to improve its focus on identifying what is needed to deliver desired outcomes for ethnic communities, with a focus on implementing the new functions recommended by the Royal Commission. Following your approval of the Budget Bid on 2 March 2021 we have re-submitted the bid to the Treasury.

Working with Te Kawa Mataaho – the Public Service Commission (PSC)

16. PSC is responsible for appointing the Chief Executive for the Ministry. PSC has indicated that clarity of the Ministry's functions would support the recruitment process.
17. We have subsequently worked with PSC and DPMC and confirmed that the Cabinet paper titled, *Government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain – first report back*, could not substantively address the issue of functions for the Ministry because of the sequencing of Budget 21 decision making with Cabinet decisions on the Ministry's functions.
18. The abovementioned Cabinet paper will be considered by Cabinet on 8 March and notes that you will report back to Cabinet before 1 July with recommendations about the Ministry's functions and responsibilities. The Cabinet paper also notes that the Public Service Commissioner will appoint an acting Chief Executive to lead the Ministry from 1 July 2021 and that recruitment for a substantive Chief Executive will commence later in 2021 following Cabinet's decisions on the functions and mandate of the Ministry.
19. You have been invited to attend Cabinet on 8 March for consideration of this Cabinet paper. To support your attendance at the meeting we have provided you with a separate aide memoire, including talking points, and are schedule to pre-brief with you at 10am on Monday 8 March.

Functions of the Ministry

20. We note from recent engagement there is concern within ethnic communities about the resourcing and the extent to which the establishment of the Ministry will be transformative and improve ethnic communities' well-being in a practical and tangible way.
21. The investment in recent years in OEC has increased its capability, particularly in respect of the community engagement, and this has led to greater visibility and information and advice back into government systems. However, OEC is subject to significant demand for support from the system and does not yet have a clearly articulated and "community owned" strategy from which to prioritise its effort. This

leaves OEC responsive to demand and spread thin. OEC also does not currently have the capacity or the capability to implement the new functions recommended by the Royal Commission.

22. The following outcomes have been identified in the Budget Bid:
- 22.1 Diverse ethnic and religious communities participate in, and contribute to an inclusive and successful New Zealand:
 - 22.1.1 Ethnic and religious communities feel that they belong, and are valued by New Zealanders;
 - 22.1.2 Increased ethnic and religious community resilience and capability;
 - 22.1.3 Ethnic communities are empowered and supported to achieve their aspirations;
 - 22.1.4 Ethnic and religious communities' voices are brought to the table and heard;
 - 22.1.5 The wider New Zealand community values diversity and the vibrancy and strength that it brings;
 - 22.2 Government policies and services improve the wellbeing of New Zealand's diverse ethnic and religious communities and are responsive to their needs; and
 - 22.3 Government decisions are informed by quality data and analysis, community engagement and evidence-based insights.
23. In general terms, population agencies have significant breadth in the work that they can do to support the development of their population group. However, the agencies' focus and interventions ought to be prioritised within the broad spectrum that they will operate in and within the priorities identified for their population group. For example, through engagement with their community the Ministry for Pacific Peoples developed Pacific Aotearoa's Lalanga Fou, which sets out the vision for a future of opportunity and prosperity for all Pacific peoples. The goals within this strategy drive the interventions of the Ministry for Pacific Peoples.
24. Similarly, for the Ministry for Ethnic Communities the vision, objectives/goals, priorities and targets for achieving outcomes for ethnic communities can be determined through an engagement process (e.g. a broader strategy). Such a process would recognise the engagement to date with ethnic and interfaith communities and the concerns and issues already raised.
25. Table 1 outlines the current functions of OEC, and where there may be scope for further prioritisation of effort. This would be augmented by the new functions that the Ministry could perform, subject Budget 21 decisions.

Table 1: Current state to future state for the Ministry

Function	Current state	Future state under the Ministry
<p>Policy Advice These are core functions of any ministry and includes:</p> <ul style="list-style-type: none"> • Policy advice to Minister and Cabinet on portfolio issues • Second opinion advice from a portfolio perspective on other agencies advice / Cabinet papers • Draft responses to ministerial correspondence etc and services to support Minister's engagement with stakeholders 	<p>Can be re-active to the wide variety of issues across the government's entire policy agenda, prioritisation is not always clear</p>	<p>Clear priorities agreed with the Minister and ethnic communities in line with broader strategy</p> <p>Clear pro-active work programme</p> <p>Engaging on priority government policy work early to maximise influence on positive outcomes for ethnic communities</p>
<p>Community Engagement Identify priorities, opportunities, challenges and risks within communities Provide community feedback and insights Facilitate connections between communities Facilitate consultation and engagement with other agencies Information conduit between communities and government Provide national ethnic community events</p>	<p>Engagement is prioritised and geographically limited by resources</p> <p>Not always at the forefront of the government engagement driven by government priorities</p> <p>National events are celebrated</p>	<p>The Ministry is highly respected and trusted by ethnic communities</p> <p>The Ministry is seen as critical to all engagement with ethnic communities</p> <p>Co-ordinates and facilitate ongoing conversation between ethnic communities and government's policy community</p> <p>Keeps ethnic communities abreast of key policy and legislative changes</p>

<p>Community Led Development Supporting capability building in communities and community governance Provides Ethnic Community Development Fund grants Facilitate access to resources and partnerships Nominations Service Multilingual Information Network Facilitate community-led development planning and development of pathway for achievement</p>	<p>Largely limited to administering grant funding, nominations, and access to resources</p>	<p>Additional funding is being sought in Budget 21 to enhance this function to better enable:</p> <ul style="list-style-type: none"> actively working alongside communities to facilitate the identification and a pathway to achieve their aspirations – socially and economically facilitating connections and access to resources and partnerships to support communities on their journey establishing and leveraging strategic partnerships to facilitate connections and advance social inclusion and showcase/promote the value of diversity and inclusion
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Embedding system leadership

26. In addition to OEC's current functions, funding is being sought through Budget 21 to develop and implement the new functions recommended by the Royal Commission. In short, the recommendations of the Royal Commission envisage leadership from the Ministry to better focus and inform the policy agenda of government to deliver better outcomes for ethnic communities. Importantly, the Ministry would not be working on its own, rather it would work with other government agencies to raise the profile of issues and support agencies to develop policy and programmes to address priority issues.
27. System leadership could involve:
- 27.1 The development of policy objectives and indicators of well-being for ethnic/religious communities, with priorities for action identified. This would be used to guide government agencies in policy and service design and delivery;
 - 27.2 development of an initiatives "map" of services, and initiatives which support strengthening inclusion and participation by diverse ethnic/religious communities. This would involve the identification of gaps and opportunities by central government, local government and non-government organisations;
 - 27.3 working with the Public Service Commission to develop a public service monitoring framework, based on the agreed objectives and indicators of

- wellbeing and the monitoring of public service agencies' performance in accordance with the framework;
- 27.4 Establishment of strategic partnerships across government and non-government organisations (e.g. local government, iwi, media organisations) to advance achievement of wellbeing; and
- 27.5 Development and implementation of an evaluation framework to evaluate the effectiveness of government policies and services;
28. Delivering leadership would necessitate engagement with ethnic communities:
- 28.1 on their long-term vision and objectives or goals for the development of ethnic communities in Aotearoa / New Zealand (e.g. over five, 10 and 15+ years);
- 28.2 the overarching strategy for achieving the vision, objectives or goals; and
- 28.3 the tactical priorities (e.g. what to focus on first).
29. Once a strategy is determined the optimal mix of effort across the functions of the Ministry can be applied. We have provided you with separate advice on engagement with ethnic communities to inform the development of a broader strategy.
30. Developing the function to deliver system leadership will take time but the Royal Commission report has identified the core building blocks to enable system leadership and in addition to developing a strategy for ethnic communities, building these foundations would be a priority and include:
- 30.1 Developing an evidence/knowledge base to inform priorities, policy, services, performance and evaluation, including:
- 30.1.1 Community and data mapping - to better understand and record the characteristics of New Zealand's diverse ethnic/religious communities (quantitative and qualitative) and to identify existing data sources;
- 30.1.2 Development of a data framework to consolidate existing ethnic/religious communities' data;
- 30.1.3 Working with Statistics NZ on collection standards of official statistics and strengthen agencies' collection of ethnic/religious communities related data; and
- 30.1.4 Data analysis and development of insights - e.g. comparative wellbeing analysis.
31. As indicated above, increased data gathering, analysis and formation of insights are foundational functions for any population agency if they are to understand the nature and dynamics of their communities. These functions are a critical enabler of effective system leadership. In time they will support the robust and evidence-based identification of priorities with communities and enable monitoring of public service agencies' responsiveness against both short- and long-term objectives and goals. This would inform the ongoing responsiveness and iteration of the Ministry's strategic intent.
32. We will continue to work with PSC on an approach to delivering leadership across the system. We note that the Public Service Act provides new tools for system leadership, which may be enabled by the Public Service Commissioner. These include the designation of a Chief Executive as a system leader and the ability to issue standards and guidance across the Public Service in relation to a subject matter area. However,

we consider it would be important to first build the foundational elements (e.g. data, monitoring, and evaluation) that will underpin the Ministry's role as a system leader.

33. We seek your feedback on the approach outlined above and whether you consider there are any gaps in functions or approach. We recommend that your report-back be scheduled for end-May or early-June once Budget 2021 decisions are made and your engagement with ethnic communities on the broader strategy is concluded.

The independence of the Ministry from DIA

34. In December Cabinet agreed to establish the Ministry as a Department Agency with the DIA as the host agency. We note that from recent engagement concern has been raised about the independence of the Ministry from DIA.
35. Despite being "hosted" by DIA, the new Ministry can be made to "look and feel" quite different to how OEC has operated. The Chief Executive of the Ministry will report solely to you as Minister of Diversity, Inclusion and Ethnic Communities.
36. In that context, under section 24 of the Public Service Act you may determine the functions, duties, and powers of the Ministry and its working arrangements with DIA in conjunction with the Minister of Internal Affairs. This includes:
 - 36.1 whether the Ministry will operate outside of the strategic and policy framework of DIA; and
 - 36.2 whether the Ministry may manage assets and liabilities.
37. Our legal advice is that the default position is for a Departmental Agency to operate with the host department's frameworks. However, we consider that the independence of the Ministry and its ability to achieve its purpose would be better supported if it operated outside DIA's frameworks. While we don't think this is feasible for day one, we recommend that:
 - 37.1 in time the Ministry would operate outside of DIA's framework; and
 - 37.2 for year one the Ministry would operate within DIA's framework.
38. This would provide the Ministry time to assess the capability and capacity required to operate within its own strategic and policy framework and managing its own assets and liabilities and provide you with further advice.
39. In terms of appropriation management within Vote Internal Affairs, we are proposing the creation of a more consolidated appropriation structure with ongoing transparency and administrative ease for both the Departmental Agency and the portfolio Minister as part of the 2021 March Baseline Update, effective from 1 July 2021.
40. To ensure transparency and accountability, as part of the March Baseline Update, DIA has recommended the consolidation of appropriations for Ethnic Communities into one multi-category appropriation, the Supporting Ethnic Communities MCA, for which you will be the appropriation Minister. Under the current appropriation structure the funding for the Diversity, Inclusion and Ethnic Communities portfolio is spread across three appropriations within Vote Internal Affairs, of which you are the appropriation Minister for one: the Ethnic Communities Grants.
41. DIA must provide corporate services to the Ministry unless a variation is agreed between the respective Chief Executives. There will be circumstances where it is more efficient for DIA to provide corporate services, but this would not necessarily be seen

in public-facing operations and affect the perceived independence of the Ministry. In practice, many departments enter similar back-office agreements.

42. For example, under DIA's current model the communications function is a "shared service" provided centrally. However, our initial view is that communications would be central to the operations of the Ministry and therefore the Ministry would need to develop its own capability, rather than have this provided by DIA as a service. Ahead 1 July we are also working towards ensuring a distinct and separate presence for the Ministry through its logo and branding, web presence, email addresses and office decor.

Next steps

43. The immediate next steps are:
 - 43.1 Cabinet consideration on 8 March of the Cabinet paper titled *Government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain - first report back*;
 - 43.2 Consideration by the Treasury of the revised Budget Bid and subsequent consideration by Budget Ministers. We will keep you updated throughout this process; and
 - 43.3 Your consideration and, if you agree, approval of our recommended approach to engagement with ethnic communities on the development of a broader strategy.

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Recommendations

44. We recommend that you:

- a) **Note** that on 8 March Cabinet will consider the Cabinet paper titled Government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain - first report back.
- b) **Note** that following your approval the Department has re-submitted the revised Budget Bid to the Treasury.
- c) **Provide** feedback on the approach outlined in this briefing in relation to functions and strategy development for the Ministry and whether you consider there are any gaps in functions or approach.
- d) **Agree** that your report-back to Cabinet be scheduled for end-May / early-June once Budget 2021 decisions are made and your engagement with ethnic communities on the Ministry's broader strategy is concluded.
- e) **Agree** that for year one, the Ministry would operate within DIA's frameworks for strategy and policy, and the management of assets and liabilities, with the intent that in time the Ministry would operate with in its own frameworks, subject to an assessment of the capability and capacity required to do this.

Yes/No

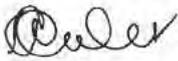
Yes/No

Yes/No

Yes/No

Yes/No

Unless one is required sooner re: APH paper / CE appointment.



Anusha Guler
Executive Director, Office of Ethnic Communities



Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

09 / 03 / 2021

Proactively released by the Minister for Diversity, Inclusion and Ethnic Communities



Diversity, Inclusion and Ethnic Communities briefing

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

**Title: Options for the Engagement Approach on the Priorities of the
Ministry for Ethnic Communities**

Date: 15 March 2021

Key issues

At last week's officials meeting on 9 March 2021, we discussed engagement with ethnic communities during the design and development of the Ministry for Ethnic Communities. We have considered your feedback and have developed engagement approaches which balance consultation fatigue, the need to avoid pre-empting the Chief Executive's engagement and Budget decisions in May, with the desire of ethnic communities to stay involved and participate in the establishment of the Ministry.

This briefing provides you further information on: the purpose of the engagement in April and May; what this initial engagement will focus on; questions we will be asking communities as part of the engagement; and three options for the engagement approach.

The value of the proposed engagement in April and May is to ensure that the needs and priorities of ethnic communities are understood and inform the incoming Chief Executive – what varies between options is the depth of engagement you would like to undertake before setting these priorities.

Appendix A provides you an A3 with the three options for the engagement approach. These options are based on what level of engagement you would like to undertake before you set your Ministerial priorities for the Ministry. OEC officials recommend Option B.

Officials are available to discuss this briefing at the upcoming Officials' meeting on 16 March 2021.

Action sought

Note that OEC has developed engagement approaches which balance consultation fatigue (along with the need to avoid pre-empting the Chief Executive's engagement and Budget decisions in May) with the desire of ethnic communities to stay involved and participate in the establishment of the Ministry.

Note that three options for possible engagement approaches were considered in Appendix A

Agree to Option B as the engagement approach, as it is more targeted and takes a co-design approach

9(2)(f)(iv) OIA

Timeframe

By 4pm, 16
March 2021

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1 st contact
Bella Sutherland	Establishment Lead	9(2)(a) OIA	✓
Anusha Guler	Executive Director, Office of Ethnic Communities	021 227 8117	
Return electronic document to:	OEC Ministerial < OECMinisterial@dia.govt.nz >		
Cohesion reference	OEC0538		

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Purpose

1. At the officials meeting on 9 March 2021, we discussed an approach to engaging with ethnic communities in April and May 2021. There is a desire from ethnic communities to be part of the design and development of the Ministry for Ethnic Communities (the Ministry).
2. You asked us to provide advice on what the engagement would cover; how this will fit with what the new Chief Executive will engage on later in the year; how this will fit with other key decisions such as budget decisions; and whether there is a way to minimise consultation fatigue.
3. We have considered possible approaches to engagement with ethnic communities and have prepared three options for your consideration and feedback. **Appendix A** provides you an A3 outlining the three options for engagement.
4. OEC officials recommend **Option B**.
5. Officials would like to discuss this briefing with you at the officials meeting on 16 March 2021.

The purpose of engagement in April is different to the proposed engagement after the appointment of the Chief Executive

6. We are proposing that there will be two upcoming engagements relating to setting the strategy for the Ministry.
7. The first round of engagement is intended for April-May. This engagement will look to summarise and agree perspectives from ethnic communities to inform the initial **priorities** for the Ministry, which you will provide to the incoming Chief Executive [REDACTED] 9(2)(f)(iv) OIA [REDACTED]. We propose that this is a Minister-led engagement. The insights will also be used as a key input into the **Ministry's initial strategic framework**, which will be developed and refined based on further engagement.
8. Specifically, the proposed engagement in April-May is intended to:
 - a) Reflect back the key themes expressed by communities through previous engagements with Government (including, but not limited to, the Royal Commission engagement). This is to acknowledge to communities that we have heard their previous concerns, and to test that we have understood what their key concerns are;
 - b) Seek to gather insights from particular groups within ethnic communities on priorities, their aspirations for the Ministry and its role; and
 - c) Set initial priorities with these perspectives in mind.
9. Therefore, the value of the proposed engagement in April-May is to ensure that ethnic communities have confidence that the immediate priorities for the Ministry have been informed by community perspectives and feedback. It will also inform the mandate to be agreed by Cabinet in May or June.
10. The second round of engagement is intended for later in 2021 9(2)(ba)(ii) OIA [REDACTED], and will be led by the Chief Executive. This engagement is to gather perspectives from ethnic communities to inform **how the Ministry will deliver**

on its priorities, i.e. the plan or strategy for delivery. We anticipate, at this stage, that this engagement will cover:

- a) How the Ministry can work to deliver on its priorities

9(2)(ba)(ii) OIA

11. The Chief Executive engagement will also be a key element of building stronger relationships between the Ministry and ethnic communities and showing communities how the Ministry intends to approach its role in a different way.

In response to your feedback, we propose three options for the potential engagement approach

12. We have considered the proposed engagement with communities which seeks to balance the following considerations:
- a) Potential of consultation fatigue, particularly after the extensive engagement as part of the Royal Commission of Inquiry into the Terrorist Attacks on Christchurch Masjidain;
 - b) The engagement should not pre-empt the Chief Executive's engagement and Budget decisions in May;
 - c) The engagement process should manage community expectations on what the new Ministry can deliver;
 - d) The desire of ethnic communities to stay involved and participate in the establishment of the Ministry and that the strategic framework is not developed in a vacuum.
13. With these considerations in mind, we have provided three options for engagement in **Appendix A**.
14. These options are based on what level of engagement you would like to undertake before you set your initial Ministerial priorities for the Ministry:
- a) **No engagement until June (Option A)**: there is no public engagement. OEC officials will take previous insights from engagement and provide a draft list of priorities to you.
 - b) **Medium profile – targeted engagement (Option B)**: a smaller, more focused approach will be applied to engagement, and will have an element of co-design. This option will likely involve engagement with key stakeholders, and potentially specific groups such as women and youth. A draft list of priorities will be produced to test during engagement.
 - c) **High profile public engagement (Option C)**: a draft consultation document is released with a multi-pronged, and wide-reaching approach to engagement, ranging from more digital platforms such as an online portal and Zoom calls, to more traditional face-to-face mediums such as hui and focus groups. There will be greater scope for communities to influence the list of priorities.

15. Under all options, we will draw upon the previous perspectives and insights from ethnic communities.
16. We are proposing to ask participants the same set of questions regardless of the engagement approach. We are still refining these questions, but expect that they will cover the following:
 - a) **Themes to date:** Here is what we have heard from communities to this point, are there other themes we need to consider?
 - b) **Aspirations and vision:** If the Ministry is successful, how do you think Aotearoa New Zealand look and feel like for ethnic communities in 10 to 15 years?
 - c) **Role of the Ministry:** To get to that future, what is it you want the Ministry to do for you and other Ethnic Communities in New Zealand?
 - d) **Priorities for the Ministry:** Ministry needs to target its efforts to be successful – of the themes the Ministry could focus on, what is the most critical thing to start with, and why?
17. The level of engagement will also have implications for the report-back on the mandate of the Ministry in May or June. These implications are drawn out in the section below.

There are advantages and risks associated with each option

Option A: No engagement until June

18. This option will draw upon the already rich body of insights from previous engagements to inform initial priorities. This approach also does not unnecessarily raise expectations of the new Ministry and is the most effective at limiting consultation fatigue.
19. However, there are downsides with this approach. The previous consultations were for a different purpose and therefore there will be groups that will have not had a chance to input. This may lead to a perception that setting priorities without some form of consultation means that the Ministry is set up in a vacuum and that officials are not including all ethnic communities in the design of the Ministry. Voices of particular groups within ethnic communities, who may not ordinarily engage, may also be missed.
20. This option would mean that ethnic communities would not be able to provide perspectives and feedback on the mandate to be agreed in the Cabinet paper, and would risk the agreed mandate having less weighting with communities.

Option B: Medium profile – targeted engagement

21. This will be a targeted approach with small facilitated focus groups. This will allow a co-design approach building off previous engagements and consultations. It also limits consultation fatigue although not as effectively as Option A.
22. This level of engagement would allow for a more robust discussion with ethnic communities which will inform the mandate taken to Cabinet and test that the initial list of priorities align with their perspectives.

23. For these engagements, we envisage an expert facilitator who is trusted by ethnic communities, and a video introduction from you as the Minister.
24. We would recommend including a small number of groups which may not often engage with government. It provides an environment where expectations around what the Ministry can deliver can be discussed and managed, particularly in the short-term.
25. However, this option still risks others in the community being concerned that they are not part of the design and development of the Ministry.

Option C: High profile public engagement

26. This option is the most inclusive and demonstrates most visibly a willingness to ethnic communities that we want to hear their views. It also adds the most weight of any option to the mandate for the Ministry and would enable greater coverage of communities in the regions.
27. This option would mean that the mandate agreed in the Cabinet paper would be informed and shaped by the broadest engagement, and the mandate would have had been tested most thoroughly.
28. However, it is the option which carries the greatest risk of raising expectations for the Ministry. Given the depth of engagement required under this option, and forthcoming decisions on Budget, we would recommend that this type of engagement be undertaken by the Chief Executive later in the year.

Weighing up these advantages and risks, OEC officials recommend a targeted consultation in April and May (Option B)

29. OEC officials recommend Option B, as this provides:
 - a) The best balance between engaging communities whilst managing consultation fatigue;
 - b) The opportunity to reach out to previously unheard voices;
 - c) A degree of co-design whilst managing community expectations (in particular once Budget decisions become clearer); and
 - d) A pragmatic approach given the condensed timeframes for engagement.

30. 9(2)(f)(iv) OIA

Engagement on the new Ministry will continue after 1 July 2021

31. The proposed engagement in April and May marks the beginning of a series of conversations with ethnic communities on the long-term strategic direction of the Ministry.
32. The priorities provided to the incoming Chief Executive will continue to shift and change over time, and in response to emerging policy issues impacting ethnic communities and their wellbeing.

33. 9(2)(ba)(ii) OIA

Next Steps

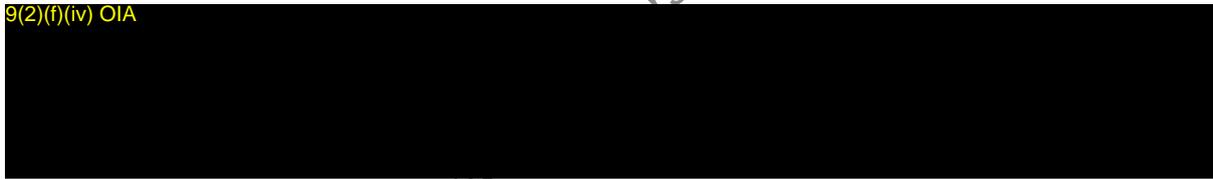
34. We recommend that you agree Option B as the engagement approach, as it is more targeted and takes a co-design approach.
35. Officials are available to discuss this briefing at the upcoming Officials' meeting on 16 March 2021.
36. Following your confirmation, we will provide you with a detailed engagement plan and contract a design agency to plan the engagements and design collateral for the sessions.

Recommendations

37. We recommend that you:

- a) **Note** that OEC has developed engagement approaches which balance consultation fatigue (along with the need to avoid pre-empting the Chief Executive's engagement and Budget decisions in May) with the desire of ethnic communities to stay involved and participate in the establishment of the Ministry; **Yes/No**
- b) **Note** that three options for possible engagement approaches were considered in Appendix A; **Yes/No**
- c) **Agree** to Option B as the engagement approach, as it is more targeted and takes a co-design approach; and **Yes/No**

9(2)(f)(v) OIA



15/03/2021

Anusha Guler
Executive Director, Office of Ethnic Communities

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic
Communities

_____/_____/_____

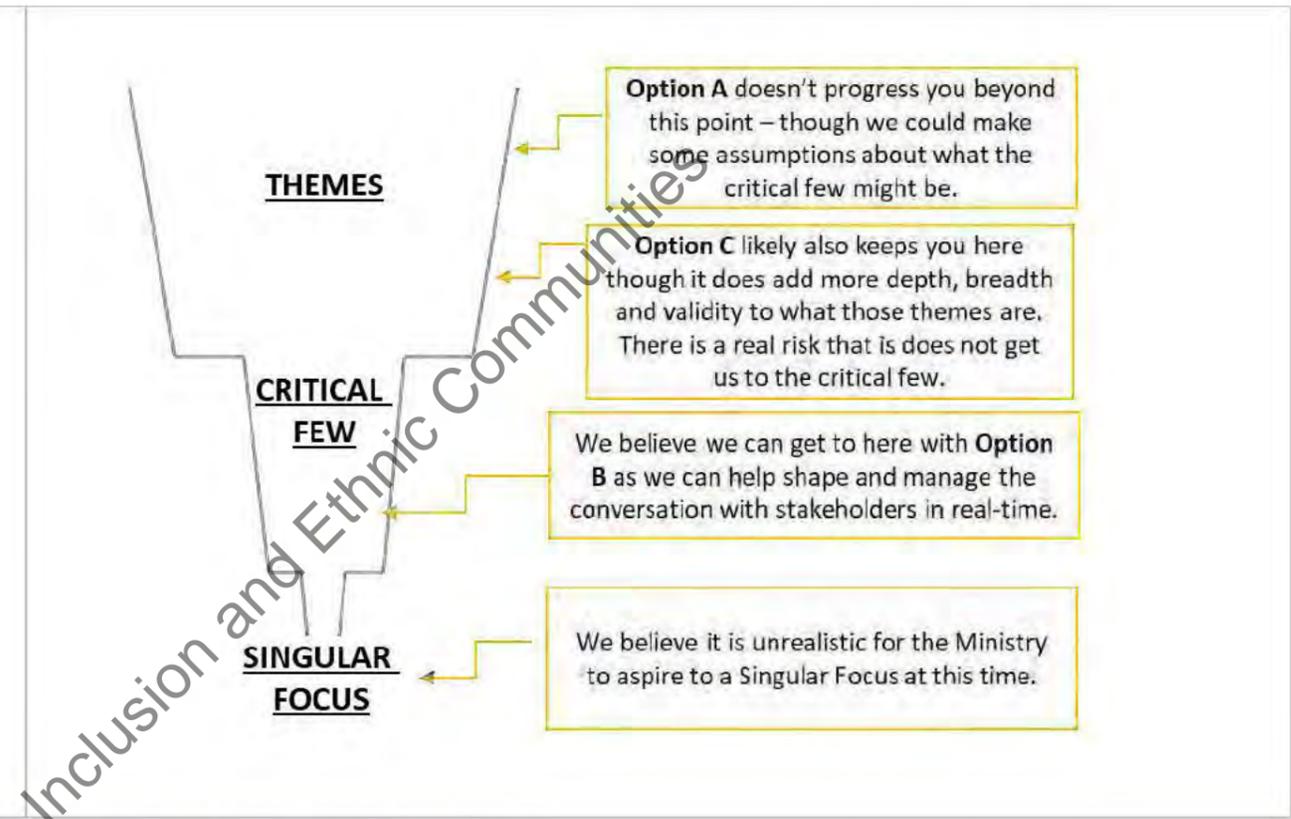
Appendix A: A3 on the Possible Approaches to Community Engagement Ahead of the Establishment of the new Ministry (attached)

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CONTEXT	Timeline of establishment	9(2)(g)(i) OIA
	<ul style="list-style-type: none"> • Budget decisions in May will confirm the operating parameters for the Ministry • Order in Council to establish the Ministry ahead of 1 July – PSC led [Required to establish] • Cab paper on CE role appointment process (timing tbc) – PSC led [Required for CE appointment] • Cab paper on form, function and mandate in May/June – OEC led [Useful to help set direction but not essential pre-establishment] 	

WHY ENGAGE	Purpose of engaging	The questions we want to engage on
	<ul style="list-style-type: none"> • The purpose of engagement is to continue the conversation with Ethnic Communities on the role of the new Ministry, and what communities want the Ministry to deliver. • Aim is to inform the development of the Ministry’s initial strategic framework and its priorities for the next few years. <p><i>Note that regardless of the engagement approach, the purpose remains largely unchanged.</i></p>	<p>The general areas we would choose to focus on in engagement are largely the same regardless of what approach we take:</p> <ol style="list-style-type: none"> 1. Themes to date: Here is what we have heard from communities to this point, are there other themes we need to consider? 2. Aspiration/Vision for Ethnic Communities: If the Ministry is successful, how do you think Aotearoa New Zealand would look and feel like for Ethnic Communities in 10-15 years? 3. Role of the Ministry: To get to that future, what is it you want the Ministry to do for you and other Ethnic Communities in New Zealand? 4. Immediate Priorities for the Ministry: The Ministry needs to target if efforts to be successful – of the themes the Ministry could focus on, what is the most critical thing to start with, and why?

HOW WE WILL LOOK TO NARROW THE MINISTRY’S FOCUS THROUGH ENGAGEMENT	WHAT ENGAGEMENT OPTIONS WE CAN CONSIDER																
	<table border="1"> <thead> <tr> <th>OPTIONS</th> <th>OPTION A: No substantive engagement until June</th> <th>OPTION B: Medium profile - targeted engagement</th> <th>OPTION C: High profile public engagement</th> </tr> </thead> <tbody> <tr> <td>Description</td> <td>Minister acknowledges the milestones of establishment (OIC, CE appointment) but doesn't seek to engage formally until after Budget (at earliest) and possibly not until after CE is appointed</td> <td>Co-design approach followed by an opportunity to test the heat map with a wider group of stakeholders (time permitting)</td> <td>Consultation-type approach; themes document released; Online portal; Focus groups/hui;</td> </tr> <tr> <td>Aim of engaging</td> <td></td> <td colspan="2">Inform development of the Ministry's strategic framework and its priorities for the next few years. Outputs used as a key input into the Ministry's initial strategic framework (both its internal and external strategies) which we will develop and refine based on engagement</td> </tr> <tr> <td>Role of CE in setting strategy for the Ministry</td> <td colspan="3" style="background-color: black; color: yellow;">9(2)(g)(i) OIA</td> </tr> </tbody> </table>	OPTIONS	OPTION A: No substantive engagement until June	OPTION B: Medium profile - targeted engagement	OPTION C: High profile public engagement	Description	Minister acknowledges the milestones of establishment (OIC, CE appointment) but doesn't seek to engage formally until after Budget (at earliest) and possibly not until after CE is appointed	Co-design approach followed by an opportunity to test the heat map with a wider group of stakeholders (time permitting)	Consultation-type approach; themes document released; Online portal; Focus groups/hui;	Aim of engaging		Inform development of the Ministry's strategic framework and its priorities for the next few years. Outputs used as a key input into the Ministry's initial strategic framework (both its internal and external strategies) which we will develop and refine based on engagement		Role of CE in setting strategy for the Ministry	9(2)(g)(i) OIA		
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WHAT PRODUCTS WE ENVISAGE PRODUCING TO SUPPORT, AND AS A RESULT OF, EACH ENGAGEMENT OPTION

INPUTS	OUTPUTS							
<p><i>Consultation type document – noting that any formal consultation doc will need to go to Cabinet once developed (OPTION C only)</i></p>	<p><i>High-level strategic framework to guide diversity (Example from Te Arawhiti below) (ALL OPTIONS)</i></p>	<p><i>Heat map of possible priorities (OPTION B only at this time)</i></p>						
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RECOMMENDED APPROACH

We recommend proceeding with **OPTION B (medium profile – targeted engagement)** as it adds weight to the mandate you are seeking, reduces the risk of consultation fatigue, requires a less perfect starting point and signals a desire to have communities help us work out what matters most.

In our view it is also the most likely to get to the point where we understand what the initial 'critical few' priorities look like for communities. This in turn provides the most certainty when setting expectations for the new CE. Note that communications about the lack of large public engagement will need to point to the role of the CE in helping add depth, breadth and validity to the perspectives we gather through this targeted engagement.



Diversity, Inclusion and Ethnic Communities briefing

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: Final engagement plan and draft engagement material for the strategic framework of the new Ministry

Date: 1 April 2021

Key issues

Following your feedback, this briefing provides further information on the scheduled engagement sessions across Aotearoa New Zealand and the draft material for the engagement.

OEC have finalised the details of the targeted engagement plan. We are proposing three urban and a number of provincial engagement events scheduled from 17 April to 9 May 2021. The events will be a mixture of drop-in sessions and focused group sessions and have been professionally designed to prompt discussion of wellbeing dimensions which are important to communities, and focus discussion on the priorities for the Ministry in its first few years.

The proposed final timetable of engagements is attached as Appendix A. Details about timing are provided where confirmed. Draft pre-engagement text is attached as Appendix B, and draft material to be used at the engagement events are attached as Appendix C. An initial pre-design summary of what we have heard so far is attached as Appendix D.

Action sought

Note the overall engagement plan outlined in Appendix A.

Agree to OEC undertaking engagement events in Auckland, Christchurch and Wellington.

Agree to OEC undertaking up to ten additional regional engagement events (subject to OEC capacity).

Agree to attend an engagement event in Queenstown on Wednesday 28 April.

Agree to attend an engagement event in Hamilton on Saturday 8 May.

Approve the draft email to be sent to invited attendees for the drop-in events, as outlined in Appendix B.

Note the draft workshop material and run sheet in Appendix C.

Note the content of the draft document which summarises 'what we have heard from communities to date', as outlined in Appendix D, and note that this will be finalised, re-designed and sent out to selected individuals attending closed-door sessions in advance.

Note the proposed approach to digital engagement.

Timeframe

By 4pm, Tuesday 6 April



Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1 st contact
Bella Sutherland	Programme Director, Ministry Establishment	9(2)(a) OIA	✓
Anusha Guler	Executive Director, OEC	021 227 8117	

Return electronic document to:	OECMinisterial < OECMinisterial@dia.govt.nz >
Cohesion reference	OEC0059

Proactively released by the Minister for Diversity, Inclusion and Ethnic Communities



Purpose

1. This briefing seeks your approval of the Office of Ethnic Communities (OEC)'s proposed plan for targeted engagement with ethnic communities on the development of a strategic framework for the new Ministry for Ethnic Communities. It also contains draft materials that are being developed for the engagement period, as well as a run sheet for the targeted and drop-in sessions.
2. It also seeks confirmation of your attendance at the Queenstown and Hamilton events, and your approval of the proposed email invitation for the 'drop-in' events.

Overall approach

3. The engagement plan proposed in this briefing is intended to reflect a 'targeted-plus' approach, as we have previously discussed with you. These engagements ensure that a targeted and manageable number of key stakeholders are engaged with more directly, while also allowing a wider array of community members to engage as well.
4. We consider that this engagement plan would enable a credible public-facing 'initial strategy document' for the new Ministry to be finalised and ready for 1 July 2021. The initial strategy is intended to be intentionally high-level to reflect the key role which the new Chief Executive will have in determining the specific actions which will give effect to the strategy.

Proposed timetable and format of targeted engagements

5. We propose holding up to thirteen events between 17 April 2021 and 9 May 2021 to engage with community members on what the key priorities of the new Ministry should be. The details of these events are laid out in **Appendix A**.
6. In general, the events in **Auckland, Wellington, and Christchurch** will involve a drop-in session for a wider group of community participants, a session with ethnic community leaders, a session with ethnic women, and a session with ethnic youth.
7. To complement the three urban events, we are proposing to hold up to ten events in **other parts of the country** (subject to OEC capacity). These regional events will contain only one or two of the sessions described above. **Appendix A** lays out each proposed event in further detail, with each proposal based on OEC's location-specific recommendations on the best way to engage with local communities.
8. **Venues** for the events will be chosen to ensure that they have adequate space, are appropriate for an authentic and welcoming engagement with local community members, and are cost-effective.
9. OEC will also engage with a targeted group of **ethnic senior citizens**, who will be contacted in a way that is appropriate for their needs. This will either be done during the same day as the wider engagement, or separately, depending on each individual location and the available staff resources of OEC's regional community engagement teams.



Your participation in the engagements

10. The entire engagement process will be carried out by OEC through your authority as Minister for Diversity, Inclusion and Ethnic Communities, and as the responsible Minister for the new Ministry. Senior OEC staff will facilitate all the events.
11. We recommend that you engage in a small number of key events during this engagement period, to add mana and credibility to the process. You have provided feedback that you would like to take part in two of the events, ideally outside of the main urban centres and in locations that you weren't able to visit during the recent Royal Commission of Inquiry engagements.
12. We propose that you attend events in Hamilton (Wednesday 28 April) and Queenstown (Saturday 8 May) as this will give you the option to participate in some drop-in sessions as well as closed-door sessions should you wish. We have incorporated this into the engagement plan as outlined in **Appendix A**.
13. Consistent with our last briefing to you on this topic (on 26 March 2021), we suggest that your focus at these events is to listen to community feedback on their priorities for the new Ministry, rather than you necessarily speaking about your views for the new Ministry or answering questions from community members.
14. You will also be making a small number of short video clips that will be used during the engagement period. We will liaise with your Ministerial Office to take this forward.

Workshop Material

15. We have been working with a design agency to draft the material which will be used in specific activities with participants during the course of the engagement. These materials are designed to prompt discussion of the dimensions and aspects of wellbeing which are important to communities, and to enable OEC to map the critical priorities for the Ministry on Day One.
16. Capture sheets have also been designed to allow for consistency in recording and analysing information across all sessions. A copy of the draft material is included as **Appendix C** for your consideration.

Proposed pre-engagement approach

17. Members of ethnic communities (as identified through OEC's stakeholder lists) will be invited by email to join one or more of the drop-in events, depending on their location. A draft form of the event invite is attached for your approval as **Appendix B**.
18. We intend to inform communities during the second half of next week about the upcoming events (i.e. informing people on 7-9 April 2021), to give people adequate time to make plans to attend.
19. OEC will work through its regional engagement teams to reach out to the people who we want to invite to attend one of the closed-door sessions (i.e. the key leaders sessions, ethnic women sessions, and ethnic youth sessions). We are in the process of



finalising the invitation list for each of these sessions and will share these with your office as they are being finalised.

20. To help support stakeholders to prepare for the closed-door sessions, OEC will send a short additional document in advance of the relevant session, with a snapshot of what we have heard as the priorities that ethnic communities have previously communicated to government.
21. This is intended to stimulate thoughts in advance of the session, to add structure to the discussion, and to acknowledge clearly that we have heard from communities and are not 'starting from a blank page'. The pre-design version of the content that will inform this document is attached to this briefing as **Appendix D**.
22. Note that our pre-engagement material will also point people towards a page on the OEC's website, which will contain further detailed information about the series of events.

Options for digital engagement

23. Given the proposed targeted nature of the engagements, we have planned on the assumption that insights from community members will be gleaned primarily through face-to-face sessions.
24. OEC has considered the pros and cons of holding sessions by Zoom. Our advice is that this method is unlikely to add substantive value to the process of determining what the key priorities for the new Ministry should be. It will also not be as effective in building trust with communities, as we have designed specific activities in-person at drop-ins and the targeted sessions to prompt discussion and allow us to map the critical priorities that matter to communities.
25. For people who are unable to attend the sessions in person, there will also be the option to provide feedback to OEC **electronically**. However, at this point, we are not intending to publicise this option widely due to the need to maintain a targeted approach and the lack of capacity within OEC to process a large volume of responses.

26. 9(2)(ba)(ii) OIA

Next Steps

27. Once we have confirmation of your preferred choices as laid out in this briefing, OEC will continue to finalise the logistics for the events.
28. OEC will hold sessions for all OEC staff to share their views on our new strategy on 12 April 2021. This will provide an opportunity for OEC to engage in this important process, and it will also act as a 'trial run' of an engagement in advance of the community engagements beginning shortly afterwards.



29. OEC will also finalise the remaining materials that will be used during the engagements, for example material that will be put on the walls to guide discussions at the drop-in sessions.

Recommendations

30. We recommend that you:

- 24.1 **Note** the overall engagement plan outlined in this briefing in Appendix A.
- 24.2 **Agree** to OEC undertaking engagement events in Auckland, Christchurch and Wellington. **Yes/No**
- 24.3 **Agree** to OEC undertaking up to ten additional regional engagement events (subject to OEC capacity). **Yes/No**
- 24.4 **Agree** to attend the sessions in Queenstown on Wednesday 28 April. **Yes/No**
- 24.5 **Agree** to attend the sessions in Hamilton on Saturday 8 May. **Yes/No**
- 24.6 **Approve** the draft email to be sent to invited attendees for the drop-in events, as outlined in Appendix B. **Yes/No**
- 24.7 **Note** the draft workshop material and run sheet in Appendix C.
- 24.8 **Note** the content for the draft document which summarises 'what we have heard from communities to date', as outlined in Appendix D, and note that this will be finalised and sent out to selected individuals attending closed-door sessions in advance of the sessions.
- 24.9 **Note** the proposed approach to digital engagement.

Priority Urgent



**Te Tari Matawaka
Office of Ethnic Communities**

Part of the Department of Internal Affairs
Te Tari Taiwhenua

p.p. Alex Shahryar-Davies

Bella Sutherland
Programme Director, Ministry Establishment

**Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic
Communities**

_____/_____/_____
/ /

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Appendix A: Timetable of Engagements (Recommended sessions for your attendance in green)

Location	Date	Sessions
Christchurch Attendees will be invited from Ashburton and Timaru	Saturday 17 April	Leaders (10am - 12pm)
		Women (2.30pm - 4pm)
		Youth (12.30pm - 2pm)
		Drop-in (10am - 4pm)
Invercargill	Wednesday 21 April	Drop-in (2pm - 7pm)
Dunedin Attendees for leaders' hui will be invited from Oamaru	Thursday 22 April	Drop-in (2pm - 6pm)
		Leaders (4pm - 6pm)
Queenstown	Wednesday 28 April	Leaders (Time TBC)
Wellington	Saturday 1 May	Leaders (11am - 1pm)
		Women (1.30pm - 3.30pm)
		Youth (4pm - 6pm)
		Drop-in (11am - 6pm)
Hawke's Bay	Sunday 2 May	Drop-in (1pm - 5pm)
Auckland	Sunday 2 May	Leaders (11.30am - 1.30pm)
		Youth (2.30 pm - 4pm)
		Drop-in (2pm - 7pm)
Auckland	Monday 3 May	Drop-in for NGOs (10.30am - 1.30pm)
Nelson	Monday 3 May (TBC)	Drop-in (2pm - 6pm)
Whanganui	Tuesday 4 May	Drop-in (3pm - 7pm)
Hamilton	Saturday 8 May	Women (2.30pm - 4.30pm)
		Drop-in (2pm - 7pm)
Palmerston North	Saturday 8 May	Leaders (11am - 1.30pm)
		Drop-in (2pm - 6pm)
Taranaki	Monday 9 May	Drop-in (11am - 3pm)



Appendix B: Draft Pre-Engagement Text

xx April 2021

We'd like to share a special message from the Hon Priyanca Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities.

Kia ora koutou katoa,

On 1 July Aotearoa New Zealand will have a new Ministry for Ethnic Communities.

This is the first time our ethnic communities will have had this level of representation in government. It's a significant step and **I'm determined that ethnic communities have a say** in where the new Ministry puts its effort.



To help make sure that happens, **we've asked the Office of Ethnic Communities to hold a series of drop-in sessions in different parts of the country over the next few weeks.** These sessions are an opportunity for members of our communities to tell us what they think.

You'll find the dates, times and places of these sessions below. I hope you and members of the communities you work with and represent can join us.

To focus the discussions at each session **we'll be asking some key questions:**

- **Aspiration and vision**

If the new Ministry is successful, what will life for ethnic communities in Aotearoa New Zealand be like in 20 years' time?

- **Priorities**

Which issues should the new Ministry focus on over the next few years, so that it can make the biggest difference for the future?

We are not starting from a blank page. We've heard clear messages from ethnic communities about their top priorities, including on education, health, employment,



safety and security, celebrating cultural diversity, accessing government services, concerns over racism and discrimination, and other important issues. The insights we've already gathered are part of this process, and I'd like to thank everyone who has taken the time to speak with us so far.

But we know we can't do everything at once, and **these coming sessions will help us determine what the new Ministry should focus on first.**

As Minister, I will set the priorities for the new Ministry. I want those priorities to reflect your priorities. What comes out of these sessions will set the Ministry's strategy on day one.

I hope you'll be able to join us.

Ngā mihi nui
Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Dates for the drop-in sessions:

North Island

- Wellington – Saturday 1 May
- Auckland – Sunday 2 May
- Hawke's Bay – Sunday 2 May
- Whanganui – Tuesday 4 May
- Hamilton – Saturday 8 May
- Palmerston North – Sunday 9 May
- New Plymouth – Monday 10 May



South Island

- Christchurch – Saturday 17 April
- Invercargill – Wednesday 21 April
- Dunedin – Thursday 22 April
- Queenstown – Wednesday 28 April
- Nelson – Wednesday 3 May

Please visit www.ethniccommunities.govt.nz/PAGE for more details about the drop-in sessions, including venues and session times.

If you have any questions about the sessions please contact ethnic.communities@dia.govt.nz.

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Appendix C: Draft Workshop Material and Runsheet (attached separately)

Appendix C withheld pursuant to s9(2)(b)(ii) of OIA (commercial in confidence). A summary of this document is provided below:

There are 32 slides in the presentation.

The overall purpose of the slides is to advise facilitators from the Office of Ethnic Communities about how to collect and present information from participants about the participants' priorities for the new Ministry.

The information being collected from participants relates to their ideas about the future status of ethnic communities in New Zealand.

Ten of the slides contain templates for participants, to allow them to provide this information.

Seven of the slides contain instructions for facilitators on how to run a workshop and collect information from participants.

Three of the slides contain templates for facilitators to disseminate the information they have collected from participants.



Appendix D: Summary Themes of Previous Engagements

“What We Have Heard” from Communities (Draft)

This summary provides the key themes from consultation and engagement undertaken by OEC over the last two years. These themes are intended to inform the consultation document which will be provided to stakeholders as part of the targeted engagement on the initial priorities for the new Ministry.

Themes have been grouped into two levels:

- Priority themes (“what” we focus on) – these are namely priority areas which the new Ministry could focus its efforts, in partnership with responsible lead agencies.
- Enablers (“how” we work) – these are system-wide and cross-cutting levers which will enable the new Ministry to deliver on its priorities.

During engagement, it will be important to communicate to communities that the levers for change in these areas do not necessarily lie with the new Ministry – what we can do is collaborate and work in partnership with responsible lead agencies to deliver on improved outcomes for ethnic communities.

PRIORITY THEMES

Improved Understanding of the Benefits of Diversity: many people expressed how public discourse around ethnicity, migration and diversity has been focused on the economic case, People also expressed that mainstream media can play a role in positive representation of different cultures, identities and faiths, and can be used to tackle stereotypes. In particular, racism, discrimination and hate speech have been consistently raised by ethnic communities as an issue they face in Aotearoa New Zealand, particularly in the Muslim community. This impacts on safety, ability to express their cultural identity, sense of belonging and ability to fully participate.

Safety and Security: people expressed that they were not free to express their identity, culture, religion in public spaces for fear of racism, discrimination and potentially physical harm. Family violence is another issue that is frequently raised by communities.

Employment and Economic Participation: people expressed that they face barriers in the labour market, both in entering the labour market and career progression. There are fewer opportunities for people from ethnic communities to be in leadership positions, and there were suggestions of more equal employment opportunities. Concerns were also expressed



around diversity programmes “ticking the box” rather than genuinely extracting real value from a diverse workforce. Ethnic business owners also expressed that, like many other business owners in New Zealand, have provided feedback (particularly in light of COVID-19) that they would like help with business continuity planning, support with digitising their business and making use of digital technologies, easier access to finance and developing skills and innovating.

Education: people expressed views that the education system can play a greater role in educating people about diversity and its benefits, and unconscious bias and cultural competency training should be part of professional education, including for teachers. Youth should have exposure to different cultures as part of their education.

Health, including mental health: people expressed that the existing health system may not serve the needs of ethnic communities, with common issues being access to affordable healthcare, lack of culturally appropriate health services and help navigating the health system. Increasingly, mental health amongst ethnic communities has become an important issue. This theme ties closely with the provision of more appropriate and accessible government services.

Immigration: people expressed that immigration policy has a big impact on ethnic communities, and particularly due to COVID-19 border closures. Topics such as reunion visas, work visas, residency, relationship-related visa issues and immigration status will continue to be of interest and potentially concern for members of ethnic communities, particularly temporary migrants.

Housing: housing, including housing affordability and quality, is an important contributor to wellbeing and has implications for intergenerational wellbeing – there may be groups within ethnic communities who face housing instability, discrimination in the housing market and may be negatively impacted by rising house prices.

Youth and Youth Leadership: youth expressed that they want to have their voices represented and lead – it was important to provide opportunities for ethnic youth to develop leadership capability and led.

Women: similarly with Youth, people expressed that it is important for women’s voices to be represented and provide opportunities for them to lead and develop their capabilities. Ethnic women face a number of intersecting barriers, which is important for Government to take into account when considering policies.

Identity, Expression and Belonging: people expressed that it was important for them to feel that they are able to freely express their identities and that they feel that they belong and are accepted **as they are and are seen.**



ENABLERS

Diversity and Inclusion: a common theme across all issues raised is the lack of representation and diversity **and** inclusion in public, the public sector, the private sector and media. All government departments and parts of society are responsible for D&I and should consider needs of ethnic communities as part of BAU work.

Collaboration between communities and Government: people expressed that there is potential for government to work together with communities and also be a facilitator between different groups (youth, faith, ethnicities etc). Government can also play a leading role in highlighting what is happening at a community level, and supporting community-led initiatives.

Building relationship with tangata whenua: people expressed that there is a desire to engage with Māori as tangata whenua and learn about tikanga Māori.

Increasing outreach to new people and groups: people expressed that there is a need to reach people who aren't always represented in engagements, and hear from a wider range of voices. View expressed that the Ministry will need to engage equally across all diverse communities.

Support for Ethnic Communities in the Regions: people expressed that the focus for government should not only be on urban centres, but also in the regions. Views expressed that regions felt they were neglected and did not know what support was available – local and central government were not linked up.

Equitable Government services: people expressed that government services need to be more accessible and culturally appropriate for ethnic communities. Views were expressed that there was a need for more cultural competency in the public sector and support for people navigating government services and funding, particularly for those experiencing language barriers. This includes accessing local government services.

Community development and governance: people expressed that communities would like to build their capability and governance to be able to deliver and fund projects at grassroots level.



Diversity, Inclusion and Ethnic Communities aide memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: Zui with OEC staff on the establishment of the Ministry for Ethnic Communities

Date: 16 April 2021

Key issues	
This aide memoire provides you with background information and suggested talking points for the Zui with OEC staff.	
Action sought	Timeframe
Note the information in this aide memoire and suggested talking points in Appendix 1	By 21 April in time for the Zui on 22 April

Contact for telephone discussions (if required)

Name	Position	Phone number	Suggested 1 st contact
Anusha Guler	Executive Director, OEC	021 227 8117	
Bella Sutherland	Programme Director, OEC	9(2)(a) OIA	
Tania Chin	Principal Adviser, OEC		✓

Return electronic document to:	OECMinisterial@dia.govt.nz
Cohesion link	591414670-995


Anusha Guler
Executive Director, Office of Ethnic Communities

Purpose

1. You will participate in a Zui with OEC staff from 1-1.30pm on Thursday 22 April 2021. This aide memoire provides you with some suggested speaking notes and responses to questions collected from staff.

Meeting details

2. OEC is currently holding a regular fortnightly Zui for all staff on the establishment of the Ministry for Ethnic Communities. The Zui is intended to provide staff with progress updates, as well as an opportunity to ask questions of the project team.
3. The Zui will be from 12.30-1.30pm, with your participation taking place between 1.00-1.30pm (the timing of your involvement has been clearly signalled to staff). This allows the Programme Director time to provide a general update on Ministry Establishment, before segueing into your section.
4. When you join the Zui, Anusha Guler will welcome you and invite you to provide some remarks. Suggested speaking notes are provided in **Appendix 1**.
5. Anusha Guler will then pass to Tania Chin who will ask you questions that have been collected in advance from staff and invite you to respond. Suggested responses to these questions are provided in **Appendix 2**.
6. If there is time following your responses, Tania will facilitate the staff to directly ask questions during the session itself.
7. A brief run sheet for the event is outlined below.

Run sheet

12:30	Zui begins with all staff
12:35	Programme Director provides general update on Ministry establishment
13:00	Minister joins Zui
13:01	Anusha Guler invites Minister to provide some remarks
13:02	Minister provides remarks
13:05	Question and Answer session
	Tania Chin will ask you the questions collated from staff and invite you to respond
	If time permits, Tania will facilitate staff to directly ask you questions during the session
13:28	Anusha Guler thanks Minister for attendance, and Minister leaves Zui
13:30	Minister leaves Zui

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

_____/_____/_____

Appendix 1: Suggested Talking Points

- Kia ora koutou katoa
- I asked Anusha for an opportunity to speak to you all at this Zui as I wanted to get a sense of how you are all feeling and to share with you my thoughts on the new Ministry, and the process we have to get there.
- I'm excited about the new Ministry and I hope you are too. The decision recognises the status of our ethnic communities as a critical part of the fabric of our society.
- The Ministry will be an opportunity for us all to consider how the public sector can better serve our communities' needs. To change the way we work in a way that aligns with how our community members practically live their lives, and that speaks to our communities' aspirations. The aspiration to have everyone in our community feel they belong and can participate in every aspect of life in Aotearoa and where we all value the strength diversity gives to New Zealand.
- A key focus for the Ministry will be how we work together with other agencies to upskill the public service. Ensuring that all Government policies are relevant and services meet the needs of our diverse communities. This will be a key responsibility for the Chief Executive.
- For the first time, Ethnic Communities will have a Chief Executive that will sit at the table with other public sector Chief Executives to drive the change necessary to improve the lives of our ethnic communities.
- This is not the norm for Departmental Agency Chief Executives but I am pleased to let you know that the Minister for the Public Service has agreed that having this Chief Executive as part of the Public Service Chief Executive Leadership group is essential.
- That new Chief Executive will not need to balance competing interests in a way that a Chief Executive of a big department does. She or he will be solely focused on the Ethnic Communities portfolio.
- You, as part of the new Ministry, are a critical part of this change.
- Many of you will know that this Ministry is something that our communities have been asking for. It will be up to us, all of us, to deliver.
- I know that community engagements on the new Ministry's priorities have begun. This is an important and significant step, for which I congratulate you all.
- Our communities are passionate and where there is passion, there can sometimes be tough messages.
- As with the RCOI hui, you may hear some negative comments about OEC. I'm clear that the Office did the best it could given the status and role it was given in the public sector.

- I am also conscious that we will need to manage our communities expectations and make it clear that change and improvements come with investment and time. This will not be achieved immediately but we are setting ourselves on the pathway to achieving great outcomes for our community.
- I am determined that the Ministry, once it is established, does not look backwards, but looks forward. There are huge opportunities from the new Ministry, and we need to grasp these for our communities.
- I want to acknowledge all the work you have done in the past, and the work you are doing now, making sure our ethnic communities feel heard and supported.

Proactively released by the Minister for Diversity, Inclusion and Ethnic Communities

Appendix 2: Questions and proposed responses

Q: What is your vision and aspirations for the new Ministry?

- I said in my maiden speech at Parliament that I believe that everyone, regardless of ethnicity, age, socio-economic status, religion, or gender should have equitable access to good quality, affordable housing, healthcare and education. Everyone should have access to decent, secure work that allows for a decent standard of living.
- I likewise spoke of a New Zealand that recognises our collective strength lies in our diversity. Where all New Zealanders recognise that we are strong because of our diversity and not in spite of it.
- This has not changed. My vision for the Ministry is that it works closely with communities to understand their needs and aspirations. And that it uses this information and knowledge to show system leadership across the public sector to achieve equitable outcomes on housing, healthcare, education and employment. I also see a key role for the Ministry to upskill the public service so that all public servants recognise the needs of our community and can be culturally responsive.

Q: While the announcement of the new Ministry demonstrates the government's commitment to improving the wellbeing of our diverse ethnic communities, we are unsure of what this re-branding will mean in terms of additional resources, powers, and priorities of the Ministry. My question is that with all this excitement, how do we manage expectations?

- As you will no doubt be aware, the question of additional funding is under the Budget process and falls under Budget confidentiality rules, so I cannot comment on this.
- Even outside of this process, I am keen for the new Ministry to explore how it can work smarter. How can we prioritise our work to make sure we are getting the best bang for our buck. To make sure that we are deploying our resources where they can make the most impact. The good work that many of you are undertaking in workstream 3 on the strategic framework will provide a basis to determine the priorities of the new Ministry.
- You also ask a very good question about expectations. We all have a role to play in trying to manage these. The Ministry for Ethnic Communities cannot be the Ministry for everything, because if we try to do everything, we will fail. Nor will the Ministry suddenly transform overnight on 1 July. I have started to include some soft messaging on these expectations in my speeches. I also anticipate that there will be improvements and changes to how the Ministry does its work. I don't expect the new Ministry to get everything right from 1 July. But I do expect that it will learn and develop over time.

Q: In setting up the Ministry, do you consider it important to engage with other government agencies about working with the new Ministry and what that would look like? If yes, where in the Ministry establishment timeline would this take place?

- Yes, I do consider it important. The Royal Commission made clear that the new Ministry needs to work across the public sector to provide advice to other agencies about the priorities and challenges for ethnic communities.
- Many of the policy and service design levers that could significantly improve ethnic community well-being sit with other agencies, for example, in the health, justice and social sectors. I expect the new Ministry, led by the Chief Executive, to take a strong systems leadership role to push other agencies to deliver on work that will improve ethnic community well-being, with the goal of mainstreaming ethnic community issues across public sector policy making and service design.
- Strong relationships with key agencies is critical to systems leadership. I understand the Day 1 Readiness workstream is already building in meetings with other Chief Executives from key agencies into the Chief Executive's Induction programme. This will ensure that the Chief Executive will meet, early on in her or his tenure, with other public sector Chief Executives to discuss collaborative approaches to ensure that public sector policies and service design is informed by ethnic communities' needs.
- I want to be clear that collaboration with other public sector agencies is a process, not an end point. In order to influence across the public sector, the Ministry will need work to maintain its credibility and relationships. This will be driven by the Chief Executive, sitting at the table with other Chief Executives. But I would also encourage you all to think about how you can deepen and strengthen your work and influence with other agencies, and consider how you can implement this in your day-to-day work.

Q: How do you see the Ministry balancing its different functions (eg, in community engagement, policy etc)?

- First, I want to be clear that *all* the work that OEC currently does, and that will be carried forward to the new Ministry, is important. Whether you are out there directly engaging with the community, managing the ECDF, working on corporate accountability documents or writing briefings and aide memoires for me, this is all important work, that I very much value.
- However, I want to focus on the policy function. The Royal Commission envisaged a systems leadership role for the new Ministry. This will require the new Ministry to work across the public sector on policy matters that impact on our ethnic communities. The community intelligence that we bring to central government policy processes, through our community engagement, will be where we can add value and ensure community needs and aspirations inform government policies.

Q: How do you see the work that OEC, and after 1 July, the new Ministry, intersect with your other portfolios?

[Answer to be provided by Minister]



Priority Urgent

Part of the Department of Internal Affairs
Te Tari Taiwhenua

Diversity, Inclusion and Ethnic Communities aide memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: **Engagement event in Hamilton on the new Ministry**

Date: 28 April 2021

Key issues

You are scheduled to attend two sessions of an engagement event in Hamilton on Saturday 8 May from 10.00am – 11.30am.

This aide memoire provides you background information and some speaking points for your opening remarks at the two sessions during your time at the Hamilton engagement. We will update details as they come to hand leading up to the engagement.

Action sought

Note the contents of this aide memoire

Timeframe

Prior to the event

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1 st contact
Helen Potiki	Manager, Applied Policy	9(2)(a) CIA	✓
Nandita Mathur	Regional Manager - Community Engagement Northern Team		

Return electronic document to: OECMinisterial@dia.govt.nz

Cohesion references OEC1142

Helen Potiki
Manager, Applied Policy – Office of Ethnic Communities

IN-CONFIDENCE

Purpose

1. You are scheduled to attend an engagement event on the role and priorities for the new Ministry in Hamilton on **Saturday 8 May**.
2. This aide memoire provides you with background information and speaking points for your opening remarks (**Appendix A**).

Background to the event

3. The Office of Ethnic Communities (the Office) is undertaking a series of targeted engagements as part of the establishment of the new Ministry for Ethnic Communities (the Ministry).
4. The purpose of the engagements is to gain a mandate from the community for the new Ministry and to help understand what ethnic communities want the new Ministry to focus on.
5. The design of the engagement includes both drop-in sessions for the general public and closed-door sessions with specific groups from within ethnic communities.

Event details

6. In Hamilton, you are attending **a closed-door session with women from ethnic communities and a closed door session with another group of leaders**. A list of the invitees for the women session is included as **Appendix B**. We shall provide a list of invitees for the second session once confirmed.
7. These events will take place at **Wintec House, Hamilton**.
8. You will be welcomed by Nandita Mathur (Regional Manager - Community Engagement Northern Team). Nandita will be your contact on the day and is contactable on 9(2)(a) OIA [REDACTED]
9. The women's closed-door session is due to **commence at 10.00am**. In all around 30 women have been invited to participate in the session. The second leaders' session will **commence at 10.45am**. You will attend the beginning of both sessions.
10. After some welcome and introductory remarks from Nandita, you will have the opportunity to make some brief opening remarks.
11. We suggest your comments specifically focus on the purpose of the engagement and how the outputs will be used to inform priorities for the Ministry. You may want to note for participants that your primary role in attending is to be present as an active listener.
12. Suggested talking points are attached as **Appendix A**. Note that these speaking points draw heavily on the video introduction which you previously recorded. In this way, participants in this session will receive the same context as those who attended a session where the video introduction was played.
13. After your opening remarks, the participants will engage in a number of interactive activities to help identify their priorities for the Ministry. The activities will be facilitated by staff from the Office. As participants engage in these activities you may want to move from table to table to listen to the conversations first-hand.
14. At the end of the activities participants will be provided with the opportunity to present the outcomes from their discussions to you.

15. You may want to say a few words at the close of the first session to thank the attendees for their participation. Some suggestions are included in the attached speaking points.
16. You will depart from the venue **at 11.30**.

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

_____ / /

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Appendix A: Speaking points to support your opening remarks

[Opening remarks]

Welcome to today's hui. And thank you for taking the time to join us.

Today is a chance for you to have your say on the new Ministry for Ethnic Communities.

Aotearoa New Zealand's ethnic communities make up 20 per cent of our population – almost a million people.

Having the Ministry work on the things that matter most for communities is critical if the Ministry is to build trust and confidence.

As such, I felt it was important to hear first-hand from you as part of gaining a mandate from the community for the new Ministry.

The new organisation will come into being on 1 July.

So it's really important that the new Ministry starts well, and is focused on the most important things.

That's what today is all about.

During your time with us we'll be looking at two key questions:

Firstly the future:

If the new Ministry is successful, what will life for New Zealanders from our ethnic communities be like in 10 years' time?

Second – where to start:

Which issues should the new Ministry focus on over the next few years, so we can realise that vision for the future?

What comes out of today's session, and the others we're running, will set the new Ministry's strategy on day one.

It will also help me to ensure the new Chief Executive is focused on what is important to you.

So please take this opportunity to tell me what you think matters most.

We'll publish a summary of what comes out of the drop-in sessions by the end of June.

I am here today to listen to what you have to say – yours are the voices which matter so I look forward to hearing the conversations.

Enjoy your time today and thank you again for taking part.

[Closing remarks]

I want to thank you all for your time and participation today.

I also want to acknowledge those who are fasting for their commitment to attend while they are fasting.

[Reflection on what you have heard – based on the discussions.]

I look forward to taking what I have heard today back to my colleagues in Cabinet.

I will also publish a summary of what we hear from all of the engagements by the end of June.

Thank you again for taking part.

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Appendix B: Invite list for the Hamilton women's session

<u>Name</u>	<u>Organisation</u>
Vanisri Mill	Diversity Counselling New Zealand
Anne Muggeridge	Refugee Orientation Centre Trust
Silvana Erenchen Perez	Shama
Patricia Novoa	Waikato Colombian Association
Sonia Ostad	Waikato Family and Services Trust
Pepa Tore	Hamilton Ethnic Football Festival Trust Pepa Torre
Joanne Yang	Chinese Sunshine Society of NZ
Suman Kapoor	Global organisation of people of Indian Origin (GOPIO)
Aliya Danzeisen	Islamic Women's Council of NZ
Anjum Rahman	Islamic Women's Council of NZ
Gladys Stephens	Waikato Filipino Association
Bay de wit Hammoen	Waikato Refugee Forum
Jannat Maqbool	WINTEC
Cayathri Divakalala	Adhikaar Aotearoa
Ushaa Sridharan	Waikato Refugee Forum
Ellie Wilkinson	Hamilton Multicultural Services Trust
Yumi Hughes	Waikato Japanese Trust
Maria Sammons	Waikato Muslim Association
Puleng Moleme	Shine Africa United

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Priority Routine

Part of the Department of Internal Affairs
Te Tari Taiwhenua

Diversity, Inclusion and Ethnic Communities aide memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: **Engagement event in Nelson on the new Ministry for Ethnic Communities**

Date: 29 April 2021

Key issues

You are scheduled to attend and speak at an engagement event on the new Ministry for Ethnic Communities in Nelson on Thursday 6 May 2021.

This aide memoire provides you background information and potential speaking points to support your attendance.

Action sought

Note the contents of this aide memoire, including the potential speaking points, the invite list, and the session agenda attached in Appendices A – C.

Timeframe

By 6 May 2021

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1 st contact
Helen Potiki	Manager, Applied Policy	9(2)(a) OIA	✓
Shane Whitfield	Regional Manager - Community Engagement Southern Team		
Martine Udahemuka	Senior Policy Analyst		

Return electronic document to: OECMinisterial@dia.govt.nz

Cohesion references: [OEC1129](#)

Helen Potiki
Manager, Applied Policy – Office of Ethnic Communities

Purpose

1. You are scheduled to attend an engagement event on the priorities for the new Ministry for Ethnic Communities (the Ministry) in Nelson on **Thursday 6 May 2021**.
2. This aide memoire provides you with background information on the event. Suggested speaking points are attached at **Appendix A**.

Targeted engagements on the priorities of the Ministry for Ethnic Communities

3. The Office of Ethnic Communities (OEC) is undertaking a series of targeted engagements to gain a mandate from the community for the Ministry and to help understand what ethnic communities want the new Ministry to focus on first.
4. The engagements have been designed to give communities several options to have their say. The in-person engagement includes both drop-in sessions and closed-door facilitated sessions with specific groups from the community. People can also send an email to OEC or complete an online form submission.
5. It is important that the communities have an opportunity to tell you, first-hand, what is most important to them for the new Ministry. Accordingly, you have been invited to two in-person sessions in Hamilton and in Nelson. A separate aide memoire for the Hamilton event will be provided to your office.

You have been invited to attend the Nelson key leaders' session

6. In Nelson, you have been invited to attend and address the closed-door session with key leaders from ethnic communities. The session is planned to start at 7pm and end at 8:30pm.
7. We understand that your office is finalising details of your arrival time in Nelson. Depending on your time of arrival, there are two options for your attendance at the key leader session:
 - 7.1 **Option 1:** You arrive at the venue at 7:00pm to open the session at 7:05pm.
 - 7.2 **Option 2:** You arrive at the venue at 7:55pm to listen to the group's priorities for the Ministry and to close the session at 8:15pm.
8. A session agenda is attached at **Appendix B**.
9. The event will take place at the **Beachside Conference and Events Centre, 70 Beach Road, Tāhunanui, Nelson**.
10. To date, we have invited 20 leaders from the community and a list of invitees is included as **Appendix C**. We continue to invite more leaders and will provide you with an updated invitee list prior to the event.
11. You will be welcomed by Anusha Guler (Executive Director OEC). Shane Whitfield will be your contact on the day and is contactable on **9(2)(a) OIA**

You will be attending to listen to the leaders' priorities for the new Ministry

12. After a welcome from the Executive Director OEC, Anusha Guler, you will have the opportunity to make some brief remarks for about 5 minutes.
13. We suggest you focus on the purpose of the engagement and how the outputs will be used to inform priorities for the Ministry. You may want to note for participants that

your primary role in attending is to be present as an active listener. Suggested talking points are attached as **Appendix A**.

14. During the session, participants will engage in two interactive activities to help identify their priorities for the Ministry. These will be facilitated by OEC staff.
15. If you open the session, you will be listening to the group as they share their long-term vision for Aotearoa New Zealand. This will be the first activity.
16. The second activity will take place in small groups to identify up to 3 priorities the group wants the Ministry to focus on in the next few years.
17. As participants engage in the small group activities we suggest you move from table to table to listen to the conversations first-hand. Each table will have a facilitator from OEC to support and capture the conversations.
18. At the end of the second activity, participants will present the outcomes from their group discussions to you. This is an opportunity to listen to the participants and, if you wish to provide closing remarks, to reflect what you have heard from them and tell them how this information will help inform the strategy for the new Ministry.
19. If you arrive at 7:55pm as per Option 2 in paragraph 7 above, you will have the opportunity to address the participants and to hear from them about the outcomes of their discussions. Prior to speaking, OEC will brief you with any key significant issues raised during the session.

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

_____/_____/_____

Appendix A: Suggested speaking points to support your attendance

Opening remarks

- Thank you for taking the time today to come together as leaders of your communities to have critical conversations about what matters most for Aotearoa's diverse ethnic communities.
- I also want to acknowledge those who are fasting for their commitment to attend while they are fasting.
- As you already know, on 1 July this year, Aotearoa New Zealand will have a new Ministry for Ethnic Communities.
- It is the first time our communities will have this level of representation in Government, and I believe that a strong Ministry for Ethnic Communities will be able to drive greater tangible benefits for ethnic communities and for our society.
- However, while the establishment of the Ministry will occur on 1 July, its impact and influence across government will take some time to establish and embed. It will not be able to do everything immediately on Day 1. It will be an incremental process, but we have a plan to get there
- So it's really important that the new Ministry starts well, and is focused on the most important things. As part of this, I am committed to hearing your views on what the Ministry should focus on first.
- That's what today is all about. I am here to listen to you as leaders of your communities, and hear first-hand what you think matters most for your communities.
- I am really interested to hear from you about two key things today. First, your long-term vision for you, your whanau, your communities. If you imagine you are in 2030, or even 2050, what kind of Aotearoa do you see?
- Second, as people who really understand your communities, what do you think the Ministry should do first in the next few years, to move us towards those big and aspirational goals?
- What comes out of today's session, and the others we're running, will set the new Ministry's strategy on day one.
- It will also help me to ensure the new Chief Executive is focused on what is important to you.
- So please take this opportunity to tell me what you think matters most.

Closing remarks

- [Reflection on what you have heard – based on the discussions.]
- I look forward to taking what I have heard today back to my colleagues in Cabinet.
- I will also publish a summary of what we hear from all engagements by the end of June this year.

Appendix B: Agenda for the Nelson key leaders' session

AGENDA		
Priorities for the Ministry for Ethnic Communities		
<p>Objectives of the engagement: To understand both the aspirations of ethnic communities and the priorities which the Ministry should focus on in the next 3-5 years as we work towards delivering on those aspirations.</p> <p>We will be discussing some key questions:</p> <ul style="list-style-type: none"> • Aspiration and vision If the new Ministry is successful, what will life for New Zealanders from our diverse ethnic communities be like in 10 or even 20 years' time? • Priorities Which specific issues you think the new Ministry should focus on over the next 3-5 years to make the biggest difference for the future? 		
Approx. Timings	Item	Outline
7:00pm	Welcome	Anusha Guler, Executive Director OEC, to welcome the Minister
7:05pm	Opening remarks	Opening remarks by Hon. Priyanca Radhakrishnan
7:10pm	Activity introduction	Introductions of activities by, Southern Engagement Team Regional Manager, Shane Whitfield
7:15pm	Standing in the future	Individual activity to share aspirations for what the Ministry can achieve in the future
7:30pm	What would be the top 3 changes you would like to see?	Small group activity on what matters most to communities - identify the group's top 3 priorities for the new Ministry to focus on for the next 3-5 years
8:00pm	Sharing out of priorities	Each group to share out their top 3 priorities the Ministry should focus on in the next few years
8:15pm	Reflection and What's next	Closing remarks by Hon. Priyanca Radhakrishnan reflecting on what was heard, and the next steps
8:20pm	Thank you	Anusha Guler to thank the Minister
8:25pm	Closing	Shane Whitfield to close and thank participants

Appendix C: Invite list for the Nelson's key leaders' session at 29 April 2021

<u>Name</u>	<u>Organisation</u>
Mary Bronsteter	Nelson/Tasman Multicultural Council Board Member
Marie Lindaya	Nelson/Tasman Multicultural Council Board Member
Anju Bathla	Indian Community
Maria Busching	Manager Multicultural Nelson Tasman
Deborah Dalliessi	Manager Blenheim multicultural centre
Tri Minh Huynh	Vietnamese Community
Peter Sang Mang	Chin Community of Nelson - President
Sanam Mukhtar	Pakistani, Muslim and Shia Community
Christian Pesino	Nelson-Tasman Filipino Community Inc
Xuemei	Nelson Chinese Association, President
Jasmine Yordsiri	Thai Community Support Group
Nissa Mowjood	Nelson Whakatu Muslim Association - Secretary
Dr Moayid Sherif	Nelson Islamic Cultural Society/Mosque
Luisa Dlaz Zapata	Colombian community leader
Bhoj Raj Subba	Bhutanese Society - President
Bot Kim	Chair Khmer Community
Jenni Bancroft	Community Navigator Victory centre
Maxine Noar	Jewish Community
Yukiyasu Uda	Japanese society of Nelson



Priority Urgent

Part of the Department of Internal Affairs
Te Tari Taiwhenua

Diversity, Inclusion and Ethnic Communities briefing

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: **Update on the establishment of the new Ministry and official launch**

Date: 6 May 2021

Key issues

This briefing provides an update on the progress towards the establishment of the Ministry for Ethnic Communities. It also seeks your direction on the formal launch and supporting events.

Action sought

Note that the establishment of the Ministry for Ethnic Communities is on track.
Note that planning for the formal launch of the Ministry is well advanced.
Note that our approach to the launch includes a range of events over a number of months.
Note that we are suggesting you consider hosting a parliamentary event as part of the formal launch on 1 July.

Timeframe

Provide feedback by
11 May 2021

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1 st contact
Bella Sutherland	Bella.Sutherland@dia.govt.nz	9(2)(a) OIA	✓

Return electronic document to:	Bella Sutherland, Bella.Sutherland@dia.govt.nz
Consolidation reference	OEC1255

Purpose

1. This briefing provides an update on progress towards the 1 July establishment of the Ministry for Ethnic Communities (the Ministry) and seeks your direction on the official launch for the Ministry.

Overall update on establishment

2. Progress remains on track towards the establishment of the Ministry. Specific progress to note:
 - 2.1 The advertising for the Chief Executive has closed and the Public Service Commission is now in the selection process.
 - 2.2 The Order in Council which formally establishes the Ministry has been published in the New Zealand Gazette and will take effect from 1 July 2021.
 - 2.3 All property and IT decisions for the new Ministry are now finalised and are being implemented over May and June 2021.
 - 2.4 Engagement on the Ministry brand and identity has now been completed (key leaders inputted on 5 May 2021). The conceptual design will be presented to you on 12 May 2021.
 - 2.5 Last week we spoke to you on the Day 1 structure. Staff will be consulted on this proposal on 14 May 2021. We expect to have the finalised Day 1 structure by 1 June 2021.
 - 2.6 The engagement on the Ministries strategy and key priorities will be completed on 9 May 2021. Work on analysing and summarising the engagement is underway.
 - 2.7 The Cabinet paper on the Ministry's role and mandate is now being consulted on at an official's level. To date we have had limited feedback.

Celebration and launch of the Ministry for Ethnic Communities

3. In considering how we launch the Ministry, we have looked at broader goals and objectives, rather than just concentrating on the day 1 event.

Objective of the launch programme

4. We are considering various events and engagements for the first 90 days of the Ministry with the objective of:
 - developing widespread knowledge of the Ministry across ethnic communities and the public service;
 - introducing the incoming Chief Executive in a positive and engaging manner; and
 - building the Ministry brand (particularly in the labour market).
5. In order to deliver on those objectives, we are planning for a series of events as part of the overall launch, recognising that our communities are dispersed throughout New Zealand.

6. The specific activities planned for 1 July include:
- Blessing/Mihi Whakatau with staff
 - Proactive media coverage
 - National Leaders Hui and lunch
 - Formal parliamentary event

Planning for 1 July 2021 activities

Blessing/Mihi Whakatau with staff

7. We recommend that we open the day with a blessing/mihi whakatau to welcome staff into the new Ministry. At this event we plan to invite staff, whanau and local tangata whenua. Details on how we will run the event will be provided by the end of May.

Proactive media coverage

8. In addition to a press release, we would see value in engaging ethnic community media to interview you, key community leaders and the incoming Chief Executive as part of the launch. Further details of logistics and key talking points will be provided to you by mid-June.
9. We also hope to have a detailed editorial on the lives of ethnic communities in New Zealand which can be published on 1 July as part of the launch.

National Leaders Hui and lunch

10. We recommend having a National Leaders Hui on 1 July 2021. This will provide an opportunity for the incoming chief executive to be welcomed by ethnic communities. It will also allow the Ministry to acknowledge the status of the national organisations and to discuss how they will work together in the future.

National Leaders Hui and lunch details	Attendance	Benefits	Risks
<p>Hui hosted at the Ministry premises</p> <p><u>When</u> Thursday 1st July, 12noon</p>	15 -20 national leaders	<p>Introduces the Chief Executive.</p> <p>Shows a different way of working with national organisations.</p> <p>Informal time as well as formal discussions</p>	Defining national organisations.

Formal parliamentary event

11. We suggest that you consider hosting a formal event to mark the launch. Our proposal is that the launch be held at Parliament with around 200-300 ethnic community representatives and staff invited.
12. We have tentatively booked the Banquet Hall and included a proposed agenda (as Annex 1). You will see that we have proposed that the Prime Minister as the key note speaker.

Formal Launch details	Attendance	Benefits	Risks
<p>Parliamentary Event, Wellington</p> <p><u>When</u></p> <p>Thursday 1st July, 5pm</p>	<p>Prime Minister, the Minister and Chief Executive.</p> <p>Anticipated invitees include community leaders, MP's, CE's across government, heads of states ambassadors, based in Wellington and Ministry staff.</p>	<p>The establishment of the Ministry taking place in Parliament with the presence of the Prime Minister is befitting the significant nature of the event.</p> <p>A historical event given the appropriate significance and marked accordingly.</p>	<p>The banquet hall at Parliament is restricted to 300 guests maximum. Taking into consideration the need to invite a range of people, there will be challenging to fit in leaders from all communities.</p>

Proactively released by the Minister for Diversity, Inclusion and Ethnic Communities

Activities post 1 July

Regional introductions and celebrations with communities

13. Over the next 9(2)(ba)(ii) we are planning a series of events across the country that the Chief Executive will lead. This is an opportunity for the Chief Executive to talk about their vision and meet with the communities. We will schedule the events as part of their induction.

Regional Introduction	Attendance	Benefits	Risks
Events nationwide When 9(2)(ba)(ii)	Intended to give community groups an opportunity to meet the CE and participate in the celebration of the Ministry.	Allows more community leaders and members to feel connected to the Ministry launch.	Resources including workload for staff and budgets will grow. Need to align well with CE engagement, so that we are not having too many events and engagement.

PP. Helen Potiki
Manager, Applied Policy



Bella Sutherland
Establishment Lead

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

_____/_____/_____

Appendix A: Proposed run sheet for formal Parliamentary event

MINISTRY FOR ETHNIC COMMUNITIES OFFICIAL LAUNCH EVENT 2021

Thursday 1 July 2021 Banquet Hall, Parliament Buildings

6:00pm to 7.30pm

5:15pm	Guests will be advised in the email accompanying their invitation to arrive by 5:15pm to allow ample time for them to be registered and seated
5:50pm	M.C (TBC) introduces him/herself , requests all guests to be seated and covers facilities available and health and safety requirements
6:00pm	Arrival of key guests (Prime Minister, Minister, Chief Executive)
6:05pm	Karakia/ Tikanga Māori Blessing for Ministry
6:15pm	M.C to invite the Prime Minister, Rt Hon Jacinda Ardern to speak
6.17pm – 6:27pm	Speech by Rt Hon Jacinda Ardern
6.30pm	M.C to thank the Prime Minister, and invites Hon Priyanca Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities to speak
6:32pm – 6:42pm	Speech by Hon Priyanca Radhakrishnan
6:43pm	M.C to thank the Hon Priyanca Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities
6:45pm – 6:55pm	Launch of the Website and Logo
6:56pm	M.C to invite the new Chief Executive for the Ministry for Ethnic Communities
7:00pm – 7:10pm	Speech by Chief Executive for the Ministry for Ethnic Communities
7:12pm	M.C to thank the Chief Executive for the Ministry for Ethnic Communities
7:15pm	Montage of video messages from different community leaders and youth to be played
7:25pm	Chief Executive to thank everyone for attending and provides wrap-up remarks.
7:30pm	Event ends.
Time TBC	Evening prayers – separate prayer spaces to be made available for men and women