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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:

28 November 2020 – Diversity, Inclusion and Ethnic Communities aide memoire: Cabinet Business Committee meeting item on ‘Upgrading the Office of Ethnic Communities to the Ministry for Ethnic Communities’, Department of Internal Affairs;

29 November 2020 – Diversity, Inclusion and Ethnic Communities aide memoire: Royal Commission report: next steps and portfolio implications, Department of Internal Affairs;

30 November 2020 – Diversity, Inclusion and Ethnic Communities aide memoire: Advice for Ministerial meeting on 1 December on the Government response to the Royal Commission of Inquiry, Department of Internal Affairs;

1 December 2020 – Diversity, Inclusion and Ethnic Communities aide memoire: New Ministry name, Department of Internal Affairs;

10 December 2020 – Diversity, Inclusion and Ethnic Communities aide memoire: Activity report on recommended expanded functions for the Ministry for Ethnic Communities, Department of Internal Affairs;

5 February 2021 – Diversity, Inclusion and Ethnic Communities briefing: Programme overview – establishing the Ministry for Ethnic Communities, Department of Internal Affairs; and

19 February 2021 – Diversity, Inclusion and Ethnic Communities aide memoire: Meeting with Prime Minister and other Ministers responsible for the Government response to the Royal Commission Report, Department of Internal Affairs.

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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Diversity, Inclusion and Ethnic Communities aide memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: Cabinet Business Committee meeting item on 'Upgrading the Office of Ethnic Communities to the Ministry for Ethnic Communities'

Date: 28 November 2020

Key issues	
<ul style="list-style-type: none">You will be attending a Cabinet Business Committee (CBC) meeting on 2 December 2020 to discuss upgrading the Office of Ethnic Communities to the Ministry for Ethnic Communities.This Aide Memoire provides information to support your attendance at that CBC meeting.	
Action sought	Timeframe
Note the information in this Aide Memoire	Before the CBC meeting on 2 December 2020

Contact for telephone discussions (if required)

Name	Position	Phone number	Suggested 1 st contact
Kim Chambers	Director Office of the Chief Executive, DIA	9(2)(a) OIA	✓
Anusha Guler	Executive Director, OEC	021 227 8117	
Alex Shahryar-Davies	Manager Applied Policy, OEC	9(2)(a) OIA	

Return electronic document to:	Alex Shahryar-Davies alex.shahryar-davies@dia.govt.nz
Cohesion references	https://dia.cohesion.net.nz/sites/TEA/OCE/_layouts/15/WopiFrame.aspx?sourcedoc={BCB67787-C2EF-4A19-8BF2-D3F8CF81C834}&file=AM%20for%20CBC%20meeting%20item%20on%20Ministry%20for%20Ethnic%20Communities%20proposal%20FINAL.docx&action=default

Kim Chambers
Director – Office of the Chief Executive, DIA

Purpose

1. This Aide Memoire provides information to support your attendance at the Cabinet Business Committee (CBC) meeting on 2 December 2020, for the agenda item on 'Upgrading the Office of Ethnic Communities to the Ministry for Ethnic Communities'.

Background

2. The Cabinet paper for this agenda item is being presented jointly by yourself and the Minister for the Public Service, Hon Chris Hipkins.
3. The two key elements of the paper are to seek agreement to:
 - 3.1 Change the Office of Ethnic Communities (OEC), which is currently a business unit within the Department of Internal Affairs (DIA), to a departmental agency named the Ministry for Ethnic Communities, with DIA as the host department, with effect from 1 July 2021; and
 - 3.2 Approve additional operating funding to cover the costs associated with the establishment and ongoing operation of the Ministry for Ethnic Communities.

Key information

Overarching rationale for establishing the Ministry for Ethnic Communities

4. Upgrading the OEC into a departmental agency (the Ministry for Ethnic Communities) will further improve outcomes for New Zealand's ethnic communities through greater visibility, mana, and leadership.
5. Establishing the Ministry for Ethnic Communities would be a clear response from Government to one of the key recommendations of the Royal Commission of Inquiry into the Terrorist Attack on Christchurch Mosques on 15 March 2019.
6. People from ethnic communities make up 20% of New Zealand's population; this is projected to grow to 25% by 2038.
7. The new Ministry will reinforce the importance of establishing and maintaining strong relationships with New Zealand's diverse ethnic communities at a senior level in government. It will demonstrate that the Government is committed to ensuring that New Zealand is an inclusive society that embraces diversity and where everyone feels they belong, are valued, and are able to contribute.
8. The machinery of government change will strengthen connections between the Minister for Diversity, Inclusion and Ethnic Communities, a full-time chief executive, and an increase in public profile and status for the portfolio and the Ministry.

Departmental agency model

9. Establishing the Ministry for Ethnic Communities as a departmental agency hosted by DIA is the preferred option for the machinery of government change. Under this arrangement, the Ministry for Ethnic Communities would have its own chief executive reporting directly to the Minister, which would strengthen the profile and status of the Ministry compared to the current setup of the OEC. It would provide the Ministry with visible operational autonomy. It would also allow sharing of accommodation, IT, HR and other corporate services with DIA at moderate cost. DIA is well geared to act as a host department for a departmental agency. For context, there are currently 4 departmental agencies in the Public Service.

OEC's current work programme

10. The OEC's work programme has evolved substantially in recent times. Prior to March 2019, the OEC consisted of approximately 22 FTE positions. Following the March 2019 terror attacks in Christchurch, the previous Government invested an additional \$9.444 million of departmental funding into the OEC to support an uplifted work programme. The OEC doubled in size; it currently consists of 44 FTE positions, of which 38 are permanent positions and 6 are fixed term positions. This increased the OEC's ability to proactively support communities impacted by the attack and provided a stronger connection between ethnic communities and government across the country.
11. The OEC currently engages on a wide-ranging work programme. It performs several functions: comprehensive direct community engagement, running programmes and initiatives at the community level, organising and taking part in community events (including in support of the Minister), delivering centrally-managed, nation-wide services, influencing and partnering with other parts of government, and servicing a range of formal Ministerial and Departmental requirements. The OEC's activity takes place throughout the country. The OEC's work programme will be updated over the coming period to reflect the new Government's priorities and your Ministerial priorities, as well as key implications from the Royal Commission.

Planned financial arrangements to support a departmental agency

12. The marginal costs associated with the establishment of the new Ministry for Ethnic Communities are estimated at \$4.686 million over the forecast period. This is made up of: one-off establishment costs of \$0.823 million over 2020/2021 and 2021/2022; and ongoing costs of \$3.863 million from 2021/22 into outyears, largely associated with the salary for the new chief executive, a small team to support the chief executive, and incremental corporate support costs to meet new accountability requirements.
13. Approval for additional operating funding to cover the costs associated with the establishment and ongoing operation of the Ministry will be charged against the Between-Budget Contingency, established as part of Budget 2020.

Implications of Royal Commission recommendations on financial arrangements

14. The Cabinet paper under consideration was developed in advance of the Royal Commission being delivered to the Governor-General.
15. A small number of recommendations from the Royal Commission, if agreed to by Government, would have financial and operational implications for the new Ministry for Ethnic Communities. These include recommendations on: upscaled capability for driving better use of data on ethnic communities across government; assessing the impact of government policies and programmes on ethnic communities' wellbeing; and deeper engagement on cross-government initiatives on improving social cohesion and social inclusion.
16. The additional functions set out in the Royal Commission report would be a significant shift from OEC's current focus community engagement functions towards scaled-up efforts on cross-government engagement.
17. Te Kawa Mataaho – Public Service Commission will advise the Minister for the Public Service to request DIA to cost the additional functions proposed, and return to Cabinet to agree further funding. This should not be an impediment to making an announcement around the new form and name.

Potential action before 1 July 2021

18. It is envisaged that several key actions could take place between now and the Ministry for Ethnic Communities coming into existence on 1 July 2021, namely:
- 18.1 Engagement with ethnic communities and other government agencies on what the focus of the new Ministry should be;
 - 18.2 A public announcement of the establishment of the new Ministry, signalling Government's commitment to improving outcomes for ethnic communities;
 - 18.3 Work towards changing the branding and website;
 - 18.4 Work with the Ministry for Social Development, Public Service Commission, and other agencies on establishing priorities for diversity and inclusion; and
 - 18.5 Establish a transition team to implement the organisational changes required for the new Ministry.

Hon Priyanka Radhakrishnan
Minister for Diversity, Inclusion and Ethnic
Communities

_____/_____/_____/_____

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



Diversity, Inclusion and Ethnic Communities Aide Memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: Royal Commission report: next steps and portfolio implications

Date: 29 November 2020

Key issues

- Cabinet is meeting to discuss the process for publicly releasing the Royal Commission report and determine the nature for the Government's initial response.
- This Aide Memoire provides you with key information for that Cabinet meeting. It also provides you with a high level overview of the Royal Commission's report and its implications for your Diversity, Inclusion and Ethnic Communities Portfolio

Action sought

Note the information in this Aide Memoire for the Cabinet meeting on 30 November 2020

Timeframe

Before Cabinet on 30 November 2020

Contact for telephone discussions (if required)

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

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Cohesion reference	https://dia.cohesion.net.nz/Sites/GOV/QOCE/Projects/Forms/AllItems.aspx?RootFolder=%2FSites%2FGOV%2FOOCE%2FProjects%2FRCOI%20Response

Anusha Guler
Executive Director, Office of Ethnic Communities

Purpose

1. Cabinet will discuss the process for the Report by the Royal Commission of Inquiry into the Terrorist Attack on Christchurch Majisdain¹ (RCOI) on 30 November 2020. This Aide Memoire provides a preliminary analysis of the implications of the report for your Diversity, Inclusion and Ethnic Communities (DIEC) portfolio and supports your participation in the Cabinet meeting.

Royal Commission Report

2. The Royal Commission Report makes 44 recommendations: 18 relating to New Zealand's counter-terrorism effort; 6 relating to New Zealand's firearms licensing system; 3 relating to recommendations to support the ongoing recovery needs of affected whānau, survivors and witnesses; 15 relating to improving social cohesion; and 2 relating to the implementation process.

Process for public release and development of initial response

3. The Office of Ethnic Communities (OEC), as part of the DIA process, is inputting into the All of Government response that is being led by DPMC. A number of Cabinet and Ministerial meetings have been set up to develop the initial response. The key ones are:
 - Monday 30 November: Cabinet to consider process for the RCOI report, its presentation to the House of Representatives and public release. The Cabinet paper has, as appendices, the Commission's own summary of recommendations and findings, and a short analysis by officials of the key themes of the report. It notes that government consideration of the recommendations themselves will follow over the course of the week.
 - Tuesday 1 December: Responsible Ministers will discuss initial advice on the government response to each recommendation, which is currently being developed through an interagency process led by the Department of the Prime Minister and Cabinet (DPMC).
 - Monday 7 December: Cabinet considers the initial government response and timetable or an implementation plan. The lead Minister(s) for that paper have not yet been confirmed.
4. The Appendix provides a 2-page overview of key information to support your Cabinet participation on Monday 30 November. This outlines the main points of the Cabinet paper and how this relates to your DIEC portfolio interests.

Recommendations with implications for the Diversity, Inclusion and Ethnic Communities Portfolio

Recommendation for a new public sector agency incorporating OEC functions

5. Recommendation 30 is the key recommendation relating to your DIEC portfolio:

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 expected of the Office of Ethnic Communities and enable the new responsible public sector agency to focus on and perform the following functions:

¹ This is the title of the report presented by the Royal Commission: 'masjidain' is the plural of 'mosque' and refers to the two Christchurch mosques Masjid Al Noor and Linwood Masjid.

- a) Advise the government and public sector agencies about priorities and challenges that affect ethnic communities' well-being;
 - b) Collate and use data to analyse, monitor and evaluate Public sector efforts to improve the well-being of ethnic communities, what those efforts should be and how they should be prioritised; and
 - c) Develop an evaluation framework that incorporates performance indicators that examine the impact and effectiveness of government policies and programmes on the well-being of ethnic communities.
6. As you are aware, you and the Minister for the Public Service are taking a joint paper to the Cabinet Business Committee on 2 December 2020 proposing to upgrade the OEC into a departmental agency named the Ministry for Ethnic Communities. If agreed, this would go further than recommendation 30 by actually establishing a new departmental agency. Officials' advice to Cabinet will therefore be to agree to the intent and mechanism of delivery of recommendation 30.
7. The items listed in recommendation 30(b) and (c) are not current functions of OEC and there is no current specialist data analysis and monitoring expertise within the Office. These specific and additional functions will need further Cabinet consideration to determine what interlinkages there may be with other agencies that have a data analytics and monitoring role, in order to determine the parameters within which these functions can be incorporated in the new Ministry. This advice will be provided at a later date, but need not delay announcements for the establishment of the new Ministry.
8. Recommendation 30 has an interdependency with recommendations 31 and 32 which relate to the development of appropriate measures and indicators of social cohesion (against which the wellbeing of ethnic communities can be measured), and requiring public sector agencies to collect data on ethnic and religious demographics.

Social Cohesion recommendations

9. There are a cluster of recommendations (28-42) relating to social cohesion. There are different lead agencies for these recommendations, but those with the most impact on your DIEC portfolio are:
- 9.1 a whole-of-government approach to building social cohesion, developing a social cohesion strategic framework (recommendation 28);
 - 9.2 development of a social cohesion strategic framework (recommendation 29);
 - 9.3 developing appropriate measures and indicators for social cohesion (recommendation 31);
 - 9.4 investing in opportunities for youth to learn about roles, responsibilities and the value of ethnic and religious communities (recommendation 36); and
 - 9.5 creating opportunities for regular public conversations for New Zealanders to share knowledge and improve their understanding of social cohesion and the value of ethnic and religious diversity (recommendation 37).
10. OEC is contributing to this work as part of the Social Inclusion Oversight Group (SIOG). We understand MSD will provide advice to you on behalf of that group on Monday 30 November to support your meeting with Responsible Ministers scheduled for the next day. Based on preliminary analysis, SIOG's initial advice is for the Government to "agree" or "agree in principle" to the above recommendations.
11. There are two additional sets of relevant recommendations being led by other agencies. These include recommendations relating to increasing workforce diversity in the public

sector (recommendations 33-35 led by the Public Service Commission) and hate crimes (recommendations 39-42 led by the Ministry of Justice and New Zealand Police).

12. Finally, recommendation 38 relates to public sector community engagement. This recommendation proposes requiring public sector agencies to be clear about the degree of influence that the community engagement will have on the associated decision making process, and encourages agencies to conduct engagement at an earlier stage when there is a genuine opportunity for influence. We anticipate that this recommendation will be welcomed by communities who often feel that engagement is conducted as a "tick box" exercise.

Recommendations to support the ongoing recovery needs of victims and whānau

13. OEC is also providing support to other agencies in relation to recommendations 25-27 which relate to the ongoing welfare needs of affected whānau, survivors and witnesses. We will provide you with further information about this ahead of your meeting with responsible Ministers on Tuesday 1 December.

Recommendations to improve New Zealand's counter-terrorism effort

14. A large proportion of the recommendations relate to improving New Zealand's counter-terrorism effort. OEC participates on the Board of the Department's programme on preventing and countering online violent extremism (with an emphasis on the prevention element), but these recommendations are unlikely to directly impact your DIEC portfolio in a significant way.

Findings on OEC's performance

15. The body of the RCOI report outlines the unsatisfactory performance of the OEC, but places this in the context of the limited resources the OEC had at its disposal. In particular, the RCOI notes the OEC's limited influence, visibility and standing with communities and in the public sector.
16. The report acknowledges the improvements driven by the 2019 "uplift" process to increase the capacity and capability of the Office. This process also resulted in the Executive Director of the OEC being promoted from a third tier to a second tier position within the Department of Internal Affairs.
17. The RCOI highlights the OEC's policy function as a target area for improvement. It notes that the policy function should be empowered and enabled to advise on emerging issues, vulnerabilities and opportunities for ethnic communities. The RCOI considered that incorporating data analytics and monitoring capability would allow OEC to identify areas where the public sector is, and is not, meeting ethnic community needs, and to provide the evidence base for policy interventions. This would appear to sit behind the RCOI's recommendation to establish a data analytics and monitoring function within its proposed new public sector agency.
18. The OEC is aware of the performance issues referred to by the RCOI and has been actively recruiting people into permanent roles. A permanent leadership team is close to being established and will drive capacity and capability improvements. However, as acknowledged by the RCOI, this rebuilding effort will take some time, particularly as the OEC will, in the short-term, necessarily be focused on the change management process to transform into a departmental agency.

Next steps

19. It is unclear whether we will receive the papers to be considered by Ministers on Tuesday 1 December in time to brief you in writing. We are liaising with your office to set up a pre-brief for Tuesday morning to provide you with any updates on this advice and to answer any questions you may have.
20. We will provide you with a fuller written advice later in the week to support you for Cabinet consideration on Monday 7 December of the Government's response to the RCOI recommendations.



Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic
Communities

07/12/2020

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

APPENDIX: Overview of the Royal Commission of Inquiry report for Cabinet consideration on 30 March 2020

Key Points

- This is Cabinet's first consideration of the final report of the Royal Commission of Inquiry into the Terrorist Attack on the Christchurch Mosques on 15 March 2019 (RCOI).
- This paper seeks Cabinet's approval of the process to present the final report in the House of Representatives on 8 December 2020 and to develop the Government's initial response.
- It does not contain advice on the government's proposed response to the RCOI's recommendations. This will be considered in a second Cabinet paper on 7 December 2020.
- You may nevertheless wish to note the joint Cabinet paper that you and Minister for the Public Service are taking to the Cabinet Business Committee (CBC) on 2 December proposing to upgrade the OEC into a Departmental Agency named the Ministry for Ethnic Communities.
- The CBC Cabinet paper does not refer to the data analytics and monitoring functions that the RCOI recommended the new public sector agency focus on. You may note that following the CBC Cabinet paper, DIA officials will report back to Cabinet on the parameters within which these functions can be incorporated into a new Ministry, including cost implications. This advice need not delay announcements for the establishment of a new Ministry.
- The proposed process for public release and development of an initial response includes a number of activities that OEC is facilitating or coordinating. These include:
 - You, along with Ministers Williams, Woods, Little and Faafoi meeting with victims and their families in Christchurch on 6 December;
 - The Prime Minister's visit to Christchurch to meet with victims and families on 15 December;
 - Regional huddles by DPMC with communities in Christchurch, Dunedin, Auckland and Wellington scheduled for 17-23 December.
- These meetings are led by DPMC but have been an interagency effort. OEC has been working closely with other agencies (including MSD and Police) to ensure that appropriate wraparound support will be available, including interpreters and welfare support.

Background

- The Royal Commission was established on 8 April 2019. Its purpose was to establish what relevant State Sector agencies knew about the activities of the individual charged with offences in relation to the 15 March terrorist attacks in Christchurch, what actions (if any) relevant State Sector agencies took in light of that knowledge, whether there were any additional measures that relevant State Sector agencies could have taken to prevent the terrorist attacks and what additional measures should be taken by relevant State Sector agencies to prevent such terrorist attacks in future.
- The Royal Commission provided its final report to the Governor-General on 26 November 2020. This completed the work of the Royal Commission.

- The Cabinet paper proposes the following timeline to consider the Government's initial response:

Milestone/Activity	Date
Responsible Ministers to consider the report, principles for the Government response and proposed initiatives for immediate announcement, and planning for the week ahead.	Tuesday 1 December
Report made available in confidence to widows, families and bullet-injured in Christchurch, and the Mayor of Christchurch.	Saturday 5 December
Ministers Williams, Woods, Little, Radhakrishnan and Faafoi in Christchurch to meet with victims and families.	Sunday 6 December
Cabinet considers second paper with advice on response initiatives to be announced.	Monday 7 December
Embargoed copies provided to witnesses, Christchurch Members of Parliament, all Parliamentary leaders, press gallery, selected Christchurch media.	Tuesday 8 December (morning)
Report presented to the House of Representatives in Parliament, likely followed by a Parliamentary debate.	Tuesday 8 December (2.00pm)
Report and supporting documents uploaded to the Royal Commission's website.	Tuesday 8 December (2.00pm)
Prime Minister public statement; proactive release of 7 December cabinet paper.	Tuesday 8 December (afternoon)
Reactive statement from Minister of Internal Affairs (TBC)	Tuesday 8 December (afternoon)
Prime Minister visit to Christchurch, meet with victims and families.	Tuesday 15 December
Regional hui with communities (Christchurch, Dunedin, Auckland and Wellington).	17 – 23 December



Diversity, Inclusion and Ethnic Communities aide memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: **Advice for Ministerial meeting on 1 December on the Government response to the Royal Commission of Inquiry**

Date: 30 November 2020

Key issues	
<ul style="list-style-type: none">This aide memoire provides you with key information for the 1 December Ministerial meeting on the Government response to the Royal Commission of Inquiry, including suggested talking points if needed.	
Action sought	Timeframe
Note the information in this aide memoire, including suggested talking points in Appendix A.	By 1 December 2020

Contact for telephone discussions (if required)

Name	Position	Phone number	Suggested 1 st contact
Anusha Guler	Executive Director, OEC	021 227 8117	
Alex Shahryar-Davies	Manager – Applied Policy, OEC	9(2)(a) OIA	
Tania Chin	Principal Adviser		✓

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Cohesion link	https://dia.cohesion.net.nz/Sites/GOV/OOCE/Projects/Forms/AllItems.aspx?RootFolder=%2FSites%2FGOV%2FOOCE%2FProjects%2FRCOI%20Response

Alex Shahryar-Davies
Manager – Applied Policy, Office of Ethnic Communities

Purpose and background

1. This aide memoire is in support of your attendance at a Ministerial meeting on 1 December on the Government response to the Royal Commission of Inquiry (RCOI) into the terrorist attack on Christchurch mosques.
2. You will have also received a full briefing from DPMC for the 1 December meeting. This aide memoire makes reference to that briefing.

Key points

3. Officials are recommending that the Government agrees, or agrees in principle, to all 44 recommendations in the RCOI report. Officials further recommend that this be publicly stated in the upcoming engagements with the Muslim community and in media statements and announcements.
4. A number of the recommendations are limited in scope and do not incorporate some of the findings incorporated in the RCOI report text. The briefing paper from DPMC recommends that the Government takes an expansive approach to the report, and looks at more strategic and systemic changes for the national security system, even when these go beyond the RCOI recommendations.
5. The briefing paper proposes the following overarching guiding principles for the Government's response to the report:

Our vision is for a diverse, inclusive and safe New Zealand	
What	• Te Tiriti o Waitangi and its principles will guide our response
	• Victims and whānau of the attack will be at the centre of our response
	• We will strive for safer communities and a New Zealand that's more inclusive, with equal protections for all
How	• We will be practical and forward-looking
	• We will be proactive in reaching out to communities
	• We will take actions that make a difference to people's lives

6. Officials consider that there are seven deliverables which can be announced when the report is publicly released: Social Inclusion initiatives; Hate Crime Programme; Establishment of the Ministry of Ethnic Communities; National Centre of Excellence; Multi-Agency Coordination and Intervention Programme; Counter-Terrorism Legislation; and the Budapest Convention.
7. Suggested talking points for you to use at the meeting on 1 December are provided as **Appendix A**, attached.

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

_____/_____/_____

Appendix A: Suggested talking points (if needed)

Guiding Principles

- I would like to acknowledge that the Muslim community has been through a challenging time and this will be an emotive period. I know that officials are working to ensure wraparound support is available to the community during the post-release engagement processes and would like to emphasise the importance of this.
- I'm supportive of the guiding principles for the Government's response that [are outlined in this paper / we have agreed today].
- I also welcome the decision to accept in principle all 44 of the report's recommendations. This will go some way towards demonstrating that this Government responding seriously to the report and is taking action to make our communities safer and more inclusive.
- While these are positive steps, I am also aware that certain groups may remain uneasy about the way the report is likely to land, and justifiably so. Paragraph 29 of this paper is particularly important in that respect.
- Our post-release engagement with communities will therefore be a critically important opportunity to show that we are genuinely listening to communities' feelings about the report.

Ministry for Ethnic Communities

- As you are aware, I am jointly taking a paper with the Minister for the Public Service to the Cabinet Business Committee tomorrow. This will seek approval to establish a Ministry for Ethnic Communities as a departmental agency that will upgrade the current functions of the Office of Ethnic Communities (OEC).
- The Royal Commission's recommendation that OEC or the new Ministry should have two new functions – on data analytics, and monitoring the impact of government policies on ethnic communities – are not currently considered in the CBC paper.
- I have asked DIA officials to scope out the work required to incorporate these functions into the new Ministry, including considering how other population agencies carry out these functions.
- Officials will also work on costings for this, which will be presented to Cabinet at a later date. However, I agree with advice that this work need not delay public announcements on the establishment of a new Ministry.
- I have also directed DIA and OEC officials to look into key actions that could take place between now and the Ministry for Ethnic Communities coming into existence on 1 July 2021, particularly:
 - Engaging with ethnic communities and other government agencies on what the focus of the new Ministry should be and what the specific qualities expected from the new chief executive of the Ministry are;
 - Work towards changing the branding and website; and
 - Establishing a transition team to implement the organisational changes required for the new Ministry.

- I would also note that this Royal Commission report's focus on social cohesion will have a significant impact on my diversity, inclusion and ethnic communities portfolio and the type of work that the new Ministry is likely to carry out.

Social cohesion recommendations

- The social cohesion and social inclusion recommendations are a very important aspect of the response, particularly in light of the fact that the report does not find any single point of failure or accountability for the attack.
- Recommendation 38 relates to engagement being in accordance with Open Government Partnership commitments. I would like to underline the importance of this recommendation to communities, who often feel that engagement is conducted as a "tick box" exercise.
- There will need to be a balance between quickly announcing policies and deliverables this month, with further listening to communities' reactions to the report and considering the full suite of recommendations more deeply. I believe our current approach strikes a good balance in this regard.

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



Diversity, Inclusion and Ethnic Communities Aide Memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: **New Ministry name**

Date: 1 December 2020

Key issues	
<ul style="list-style-type: none">You have requested advice regarding names for the new Ministry.	
Action sought	Timeframe
Note the advice in this aide memoire.	Before CBC on 2 December 2020

Contact for telephone discussions (if required)

Name	Position	Phone number	Suggested 1 st contact
Anusha Guler	Executive Director, OEC	021 227 8117	
Alex Shahryar-Davies	Manager – Applied Policy, OEC	9(2)(a) OIA	
Tania Chin	Principal Adviser		✓

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Anusha Guler
Executive Director, Office of Ethnic Communities

Background

Historical names

1. The Office of Ethnic Communities (Te Tari Matawaka) was established in 2001 under the name Office of Ethnic Affairs. In 2015, it was restructured and renamed the Office of Ethnic Communities (OEC) to align with the name of the Ministerial portfolio at that time.
2. The term “ethnic communities” used by the OEC 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.
3. We are not aware of any names, other than the Ministry for Ethnic Communities, being seriously considered during previous deliberations about upgrading the Office to a Ministry.

Ministry for Ethnic Communities

4. The current Cabinet paper contains a recommendation that the Office be upgraded to a departmental agency and renamed the Ministry for Ethnic Communities. This name has the benefit of being similar to the Office’s current name, and so will minimise confusion as to the new Ministry’s mandate. It also emphasises the continuity of the existing roles and functions of the Office, and allows the retention of the Te Reo Māori name - Te Tari Matawaka.
5. Furthermore, this name has the benefit of being clear about the people the new Ministry is expected to serve. This is the same approach as that taken by many other population agencies, for example the Ministry for Women, Ministry for Pacific Peoples, and the Office for Seniors.

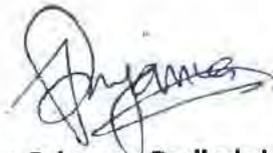
Other possible options

6. Other options for the new Ministry’s name including ‘Ministry for Ethnic Diversity’ and ‘Ministry for Ethnic Communities and Multiculturalism’. These two options would more closely reflect the Ministry’s objectives rather than its mandated populations. The reference to ethnic diversity has the additional benefit of more closely matching the name of the current ministerial portfolio.
7. The reference to multiculturalism would incorporate the Royal Commission Report recommendation 30 that the new entity focus on “ethnic communities and multiculturalism”. However, we consider that a multicultural work programme could be developed without this being included in the new Ministry’s title.
8. There is a risk that the more general terms “ethnic diversity” or “multiculturalism” lack clarity about who the new Ministry is mandated to serve. These terms are likely to be regarded as including Māori and Pacific Peoples, who fall within the mandate of other population agencies (Ministry for Pacific Peoples and Te Puni Kōkiri, respectively). This could exacerbate concerns by OEC’s current mandated populations that their voice would be diluted in government if the Ministry was perceived to serve ethnic groups covered by other population agencies, even if there was a clear demarcation in collateral and in practice.
9. The use of the term “multiculturalism” has added risks in a country that is widely referred to as being “bicultural”, and we consider that extensive consultation with our Te Tiriti partner and Te Puni Kōkiri would be necessary before this name could be adopted.

10. The OEC was aware of some concerns raised by ethnic communities around the name of the new portfolio (Diversity, Inclusion and Ethnic Communities), and whether it referred to a broader set of communities, for example the Rainbow community, and therefore downplayed the importance of ethnic communities in the ministerial portfolio. We consider it likely that a name that does not put ethnic communities front and centre may be negatively perceived by a notable portion of those communities. Given the current context of the Royal Commission of Inquiry into the Terrorist Attack on Christchurch Mosques being released, the timing of any negative reactions in this regard would be particularly unfortunate.
11. We considered, and dismissed, the name of Ministry for Ethnic Affairs. This name is generally considered old-fashioned, and appears to suggest that “ethnic affairs” are different from the affairs of wider society. The name also appears to have a narrower remit than “ethnic communities” more generally.

Consultation on new name

12. In the time available, we have not been able to test the cultural appropriateness of the possible names with communities. One option you may wish to consider is for the Government to announce the establishment of a new Ministry, nominally named the Ministry for Ethnic Communities, and then seek views from the communities – including Māori and Pacific communities as well as ethnic communities – on the name at the same time as consulting on the attributes they would seek in an incoming Chief Executive. We have not had the opportunity to test with the Public Service Commission whether this would be feasible based on the current proposed timelines to establish the Ministry by 1 July 2021.



Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic
Communities

03 / 12 / 2020

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



Diversity, Inclusion and Ethnic Communities aide memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: Activity report on recommended expanded functions for the Ministry for Ethnic Communities

Date: 10 December 2020

Key issues	
This aide memoire provides an activity report on work which is underway in considering the expanded role and function for the new Ministry for Ethnic Communities.	
Action sought	Timeframe
<p>Note that information gathering on the recommended new functions for the Ministry for Ethnic Communities is underway, and</p> <p>Note that further advice on high level options, project phasing and indicative costings will be provided in the week of 21 December 2020.</p>	Prior to week of 21 December 2020

Contact for telephone discussions (if required)

Name	Position	Direct phone line	Suggested 1 st contact
Anusha Guler	Executive Director, Office of Ethnic Communities	021 227 8114	✓
9(2)(a) OIA	Advisor, Office Chief Executive	9(2)(a) OIA	

Return electronic document to:	OECMinisterial@dia.govt.nz
Cohesion reference	OEC3593

Anusha Guler
Executive Director, Office of Ethnic Communities

Purpose

1. This aide memoire provides an activity report on work which is underway in considering the expanded role and function for the new Ministry for Ethnic Communities.
2. This work is in response to recommendation 30 of the *Royal Commission of Inquiry into the Terrorist Attack on Christchurch Mosques on 15 March 2019*.

Background

3. Recommendation 30 of the Royal Commission of Inquiry report outlines three new functions for the Ministry for Ethnic Communities to augment those that the Office of Ethnic Communities (OEC) already has. These are:
 - 3.1 Advise government and public sector agencies about priorities and challenges that affect ethnic communities' wellbeing;
 - 3.2 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
 - 3.3 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.
4. An uplift in existing OEC capacity and capability will be required to successfully deliver on these recommendations.

Progress to date

5. Preliminary meetings have been held with Te Puni Kokiri (TPK) and the Ministry for Pacific Peoples (MPP) to learn about the approach that each of these agencies is taking to their work in monitoring and evaluating the wellbeing of their respective populations and to examine the impact of government policies and programmes.
6. There are subtle variations in the approaches being implemented in each of the agencies and it is likely that the Ministry for Ethnic Communities will need to consider developing a hybrid model in order to create these functions successfully. Some key points of each of these models is included at Appendix A.
7. The large number of diverse ethnic and faith-based communities that OEC currently works with is the key differentiating point and will require thoughtful adaption of the models. The degree to which differentiation can be made to the well-being needs of communities will be important to consider and work through with key stakeholders.
8. It has also been raised that there will be challenges in recruiting appropriate capacity to undertake the evaluation and monitoring work envisaged. Both TPK and MPP have flagged that this has required significant capacity building in their experience to find the right people with strong people and technical skills for their specific population needs.
9. A meeting is also planned with Statistics New Zealand next week to discuss the current data holdings that they have and what additional work is likely to be required to develop a fuller understanding of the current position of ethnic and faith-based communities and the degree to which disaggregation of the existing material is possible to enable a richer picture to be obtained.

Next Steps

10. Early information gathering is underway and further advice on the high-level options and project phasing will be provided in the week of 21 December 2020. This will include some indicative costings. A fully scoped project proposal will be available in February 2021, alongside the draft Cabinet paper as discussed.

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic
Communities

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Appendix A: Overview of Monitoring Models from Population Agencies

Te Puni Kokiri

- TPK monitoring has legislative mandate in Ministry of Māori Development Act 1991 for monitoring agencies and departments to assess the adequacy of the programmes and services they deliver for Māori
- Monitoring approach revised and agreed by Cabinet in Dec 2018 [CAB-18-MIN-0643]
- Use a three-pronged approach to monitoring. TPK consider all three prongs necessary to effectively:
 - **Monitoring Reviews** – working directly with state sector agencies to identify what effectiveness for Māori looks like in the programme or service the agency provides. eg Review of the Ministry of Social Development's Employment Services and Programmes in Auckland [MCR-20-MIN-0012]
 - **Monitoring Wellbeing Outcomes** – track and measure Māori wellbeing in the state sector using Statistics NZ and agency data at an aggregated level.
 - **Championing Systems Impacts** – Using monitoring data and intel to create reports that challenge and empower agencies to deliver effectiveness for Māori. Partner with Treasury and PSC for leverage and to generate greater impact. TPK are currently working on a Wellbeing report focused on health, education, employment, justice and housing which will be used as basis for discussions with CEs and agencies in 2021.
- Obtaining access to usable data challenging and TPK using a mix of inhouse and external contracted resources. Working on developing a Data Centre proposal with social agencies in early 2021 which may be useful for ethnic communities' data needs.
- Use Treasury Living Standards Framework as base for monitoring with some adaption. Overtime are planning to augment this framework with a move into a broader view of wellbeing more closely aligned with He Ara Waiora, a te ao Māori view of wellbeing.

Ministry for Pacific Peoples

- Started basing approach off TPK model but adapted for use with their communities.
- Have used the Public Sector reforms as a lever to focus collaborative effort across agencies working with service delivery to Pacific peoples. Included in CE performance measures.
- Undertook extensive community consultation to develop wellbeing goals in the Pacific *Aotearoa Lalanga Fou* report. Common goals across all Pacific peoples with some adapted methods of delivery for different communities:
 - Thriving Pacific Languages, Cultures and Identities
 - Prosperous Pacific communities
 - Resilient and healthy Pacific peoples
 - Confident, thriving and resilient Pacific Young people.
- Established a Deputy Chief Executives Governance Group from core agencies to lead a focused and collaborative strategic focus on collective delivery on priorities for Pacific people. Meets regularly and drives focus.
- In early stages of developing wellbeing indicators using the interim census and administrative data from agencies. Focused on different aspects from the Treasury's Living Standards Framework. Looking at ways of measuring impact and return on investment based on agreed goals with Pacific peoples communities.



Diversity, Inclusion and Ethnic Communities briefing

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: **Programme overview – establishing the Ministry for Ethnic Communities**

Date: 5 February 2021

Key issues	
This briefing outlines the programme and approach for establishing the Ministry for Ethnic Communities.	
Action sought	Timeframe
<p>Note that work to establish the Ministry of Ethnic Communities is underway, including the development of the five workstreams and their deliverables through to 1 July 2021 attached as Appendix A.</p> <p>Note that we are proposing a two-year programme for the full implementation of the Ministry and we will table a draft visual of this at the meeting.</p> <p>Note that we will deliver a proposed engagement approach for ethnic communities to you by the end of February 2021.</p>	Next officials meeting on 10 February 2021.

Contact for telephone discussions (if required)

Name	Position	Direct phone line	Suggested 1 st contact
Raj Krishnan	Programme Director	9(2)(a) OIA	✓
Bella Sutherland	Establishment Lead		
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Cohesion reference	OEC0160		

Purpose

1. This briefing outlines the programme and approach for establishing the Ministry for Ethnic Communities (the Ministry) by 30 June 2021, including key milestones and programme deliverables.

Background

2. The establishment of the Ministry is a recommendation contained in 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). This recommendation gives effect to the call from ethnic communities for an agency with leadership, mana and visibility in government and Aotearoa New Zealand.
3. In December 2020, Cabinet agreed that the Ministry will be established as a departmental agency from 1 July 2021, with Department of Internal Affairs (DIA) as the host agency. The full establishment of the Ministry will continue to be rolled out beyond 1 July 2021, with an expectation that the establishment is completed within two years.

Working with the Public Service Commission to establish the Ministry

4. The Public Service Commission (PSC) has a key role in the establishment of the Ministry. PSC is accountable for the appointment of the Chief Executive and the Order in Council to give the agency legal form. There is a commitment to engage with ethnic communities on the role, and the Secretary of Internal Affairs will support the PSC to undertake this part of the process. This work has commenced, and we understand that the Deputy Public Service Commissioner will meet with you shortly.
5. DIA will:
 - 5.1 establish the Ministry
 - 5.2 decommission the Office of Ethnic Communities (OEC), and
 - 5.3 develop the DIA-Ministry agreement (host-departmental agency agreement).
6. We will continue to work closely with the PSC through the process to establish the Ministry. In developing the programme of work to establish the Ministry we have considered recent experiences across the public sector to establish departmental agencies, including the Social Wellbeing Agency, Te Arawhiti, and the National Emergency Management Agency.
7. The foundation of the Ministry will be formed from the Office of Ethnic Communities. While some additional funding was agreed in December, the full upscale and new functions of the Ministry, as foreseen by the Royal Commission, will be dependent on Cabinet and budget decisions, expected to be announced in April or May 2021.

Key assumptions that frame the programme

8. The following assumptions frame the programme to establish the Ministry:
 - 8.1 The baseline will be established from OEC, but the full upscale and new functions will be dependent on Cabinet and budget decisions (April-May 2021)

- 8.2 The full establishment of the Ministry will be rolled out for two years beyond 1 July 2021. We would like to table this with you at officials meeting in the form of an A3.
- 8.3 Between now and 1 July 2021 it is recommended that you, as the Minister for Diversity, Inclusion and Ethnic Communities, lead engagement on the Ministry's priorities, mandate, and functions.
9. From 1 July 2021 the appointed Chief Executive would be in a strong position to:
 - 9.1 lead engagement with ethnic communities on how the Ministry will operate and how any new functions will be developed; and
 - 9.2 undertake work to establish and deliver an operating model and any structural redesign needed.

Programme objectives for the period February 2021 to 30 June 2021

10. By the 1 July 2021 we are aiming to:
 - 10.1 establish the Ministry technically;
 - 10.2 develop a strong communication and stakeholder plan to support the establishment;
 - 10.3 engage ethnic communities on priorities and mandate and ensure a generally agreement that this is a longer-term process;
 - 10.4 ensure all staff in OEC transfer to the Ministry and have clarity on their role, reporting line and work programme for 1 July 2021;
 - 10.5 staff in DIA (particularly in corporate services) clearly understand the change in the relationship with the Ministry;
 - 10.6 decommission OEC, and
 - 10.7 develop a collaborative and effective departmental agency offering and agreement.

Resources identified to ensure the successful establishment of the Ministry

11. A Governance Group has been established to oversee the direction and progress of the establishment. It is made up of:
 - 11.1 Paul James, Chief Executive, DIA (Chair)
 - 11.2 Lesa Kalapu, General Manager Human Resources, DIA
 - 11.3 Karl Le Quesne, Deputy Chief Executive Organisational Strategy and Performance, DIA
 - 11.4 Kate Wareham, Deputy Chief Executive Organisational Capability and Services Branch, DIA
 - 11.5 Anusha Guler, Executive Director, OEC
 - 11.6 Dorothy Adams, Chief Executive, Social Wellbeing Agency
 - 11.7 Andy Fulbrook, Chief Financial Officer, Ministry of Justice.

12. An establishment team is also actively working on the programme led by Raj Krishnan, Programme Director, and Bella Sutherland, Establishment lead.

Programme deliverables to be completed by 30 June 2021

13. A number of key operational and strategic deliverables will need to be completed prior to 1 July 2021. For management purposes five workstreams are being developed and scoped. These are outlined in **Table One: Programme Deliverables** further detailed at **Appendix A**.

Table One: Programme Deliverables

Workstream	Deliverables	Lead
1. Establish legal form of the Ministry and appoint Chief Executive	Recruitment of the Chief Executive of the Ministry	Public Service Commission
	An Order In Council will be agreed and gazetted creating the legal form of the Ministry.	
2. Establish the Ministry	Day One readiness	DIA/OEC
	Strategic briefing to incoming Chief Executive so that they can engage with ethnic communities on how the Ministry will deliver services and be effective.	
	Two-year programme developed. (This includes an approach on how and when engagement will take place.)	
	Day One arrangements in place including public launch, transfer of employees, etc.	
3. Develop strategic framework and community engagement	Engage ethnic communities on the mandate, purpose, and priorities	DIA/OEC
	Cabinet paper on the mandate, purpose, and functions of the Ministry	
4. Departmental Agency Agreement	Prepare the Departmental Agency Agreement for signing on 1 July 2021. Outlining working arrangements and services agreed upon by DIA and the Ministry.	
5. Decommissioning of the OEC	Ensure that the history, knowledge and past is acknowledged appropriately	DIA/OEC
	Ensure that OEC terminology is removed from government websites and that systems are updated with the Ministry	

14. Note that there are a range of interdependencies throughout the programme. To ensure coherence in the programme delivery a whole of establishment approach has been taken in the programme design. However, the programme approach envisages working closely with the Office of Ethnic Communities and utilising the leadership of the Executive Director and the Office, particularly in workstreams 2 and 3.

Engagement with ethnic communities on the Ministry

15. We know that ethnic communities' expectations for the Ministry are high. The new Chief Executive cannot be appointed until 1 July 2021 as the Ministry is not formally created until this date.
16. From now until 1 July 2021, we recommend that you lead the engagement with ethnic communities on the Ministry including setting the portfolio priorities, mandate, and functions.
17. To support your engagement, we are developing a visual overview of a two-year programme. We plan to table a draft of this at the officials meeting. The visual overview is a tool to initiate discussions with your colleagues and stakeholders. OEC will support you with this engagement.

Next Steps

18. A briefing detailing a process for engaging with ethnic communities on both the two-year plan and the strategic priorities, mandate, and functions of the Ministry will be provided to you by late February 2021. This will be accompanied by a recommended communication plan.

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Recommendations

19. We recommend that you:

- a) **Note** that work to establish the Ministry of Ethnic Communities is underway including the development of the five workstreams and their deliverables through to 1 July 2021.
- b) **Note** that we are proposing a two-year programme for the full implementation of the Ministry and we will table a draft visual of this at the meeting for discussion and input.
- c) **Note** that we will deliver a proposed engagement approach for ethnic communities to you by the end of February 2021.



Raj Krishnan
Programme Director

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

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Appendix A: Five Workstreams and high-level milestones – draft

WS#	Workstream	February	March	April	May	June	July
1	WS 1 Recruitment of CE and establishing legal form of MEC (PSC lead)	<ul style="list-style-type: none"> Engagement with Communities on CE role 	<ul style="list-style-type: none"> Ministerial consultation on vacancy and PD 	<ul style="list-style-type: none"> Recruitment process continued 	<ul style="list-style-type: none"> Cabinet considers and approves OIC to establish MEC OIC made gazetted CE interviews/selection process and guidance 	<ul style="list-style-type: none"> Announce CE Confirm preferred candidate through Cabinet process Offer of permanent employment made or interim CE identified 	
2.	Establish MEC	<ul style="list-style-type: none"> Agree high-level two-year plan with Minister Scope and develop initial narrative for MEC (with two- year horizon) Review, identify and articulate existing OEC mandate Develop key messages for use by staff Launch website and 1840 pages for regular updates. 	<ul style="list-style-type: none"> Identify and develop needs relating to property, email, website, brand etc (Interface with WS4) 	<ul style="list-style-type: none"> Confirm brand and identity for the Ministry Develop approach for post 1 July 2021 CE engagement with communities Commence planning event to mark establishment of MEC People change (OEC staff) process agreed, communicated/consulted on (including PSA) and final decisions communicated Brand and identity agreed. Ministerial engagement on two-year programme 	<ul style="list-style-type: none"> Develop day one roles responsibilities and work programme Confirm people arrangements for Day one including reporting lines etc. (Link with HR workstream) Budget decisions announced. 	<ul style="list-style-type: none"> Finalise the welcome and induction pack for Day One Finalise Day One workplan/business plan Strategic pack for Chief Executive is agreed 	<ul style="list-style-type: none"> Launch website GO LIVE – Day One event Staff transfer DIA/MEC Chief Executives sign Departmental Agreement
3.	Develop strategic framework and community engagement	<ul style="list-style-type: none"> Briefing on the strategic framework and process on how to populate it with community design involvement. 	<ul style="list-style-type: none"> Ministerial briefing on Ministry purpose, functions and priorities Design principles for Ministry agreed by Minister Finalise an engagement pack for the Ministerial community engagement. 	<ul style="list-style-type: none"> Ministerial engagement with communities on priorities, core purpose and functions (interface with PSC) 	<ul style="list-style-type: none"> Cabinet paper on the mandate, purpose and functions. 		
4.	Develop host / department agency agreement	<ul style="list-style-type: none"> Due diligence on services currently utilised by OEC and financial position Early decisions in relation to: <ul style="list-style-type: none"> Strategy and Policy Framework for the Ministry Application of DIA policy, procedure and practice for the Ministry 	<ul style="list-style-type: none"> Identification of service needs for the Ministry and pricing 	<ul style="list-style-type: none"> Identification of service needs for the Ministry and pricing (cont) 	<ul style="list-style-type: none"> Develop service approach for Ministry and schedule of services 	<ul style="list-style-type: none"> Final draft DIA / Ministry agreement approved by Governance Group 	
5.	Decommissioning of OEC	<ul style="list-style-type: none"> Identify elements for change, e.g. people, web/email, cohesion, brand, accounts etc 	<ul style="list-style-type: none"> Develop and implement plan to decommission OEC 			<ul style="list-style-type: none"> Plan and deliver event to acknowledge the contribution OEC has made 	

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Diversity, Inclusion and Ethnic Communities aide memoire

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic Communities

Title: Meeting with Prime Minister and other Ministers responsible for the Government response to the Royal Commission Report

Date: 19 February 2021

Key issues	
This aide memoire provides you with background information and suggested talking points for your meeting with the Prime Minister and other Responsible Ministers on next steps for the Government's Response to the Royal Commission report	
Action sought	Timeframe
Note the information in this aide memoire and suggested talking points in Appendix 1	By 22 February 2021 in advance of the meeting on 23 February 2021

Contact for telephone discussions (if required)

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

Return electronic document to:	OECMinisterial@dia.govt.nz
Cohesion link	954230970 3877

Tania Chin
Principal Adviser, Office of Ethnic Communities

Purpose

1. This aide memoire provides you with background information and suggested talking points for your meeting on Tuesday 23 February with the Prime Minister and other responsible Ministers for the Government's response to the Royal Commission of Inquiry (RCOI) into the Terrorist Attack on Christchurch Mosques. Suggested talking points are attached as Appendix 1; DPMC's briefing to the Lead Coordination Minister, Hon Andrew Little, which was cc'd to you as one of the responsible Ministers, is attached as Appendix 2.

Background

2. The purpose of the meeting is to seek updates from Ministers on initiatives in their portfolios that relate to the Government's response to the RCOI report. This will assist preparations for the 1 March and 8 March report backs to the Cabinet Business Committee and Cabinet. It is anticipated that Hon Andrew Little and yourself will share the general themes that have emerged from the nationwide community hui. There is also likely to be discussion about the establishment of the Implementation Oversight Advisory Group.

Establishment of the Ministry for Ethnic Communities

3. 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. It will be opportune 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) with your ministerial colleagues.
4. It is also a ripe opportunity to get ministerial buy-in to the new data collation, evaluation and monitoring functions of the new Ministry. While the new Ministry will have responsibility for these new functions, the policy and service design levers to improve ethnic community well-being (eg, in health, justice and social sectors) will sit with other agencies. The success of the new Ministry's evaluation and monitoring framework will rest on other Ministers and departments willingness to commit to, and prioritise, work that is identified as a priority to improve ethnic community well-being.
5. These points are included in the suggested talking points in Appendix 1.

Implementation Oversight Advisory Group

6. The DPMC brief provides information on the establishment of the Implementation Oversight Advisory Group to implement recommendation 44 of the Royal Commission report. DPMC's briefing notes that the group is intended to:
 - 6.1 be an advisory group with programme oversight;
 - 6.2 have a high degree of community representation; and
 - 6.3 be appointed following a public nomination process.
7. We have provided you with suggested talking points regarding this group in Appendix 1.

Cabinet paper

8. Hon Andrew Little, as Lead Coordination Minister for the Government's response to the RCOI report, will submit a paper to the Cabinet Business Committee (RCOI Cabinet paper). The RCOI Cabinet paper responds to Cabinet's direction in December last year (CAB-20-MIN-0516 Minute refers) to report back on the implementation of funded initiatives and the longer-term programme of work to meet the overall intent of the RCOI recommendations.
9. OEC officials have provided input into the RCOI Cabinet paper. In relation to your Diversity, Inclusion and Ethnic Communities portfolio, this has included an update on the graduate programme and the establishment of the Ministry for Ethnic Communities. We have provided comment that incorporates high level feedback on the new Ministry from the nationwide hui.
10. The RCOI Cabinet paper notes that you will submit a Cabinet paper later this year to seek approval for a refreshed and clear mandate for the Ministry for Ethnic Communities. The current draft RCOI Cabinet paper contains a recommendation that notes this intention.

Community feedback

11. We will provide you with a table that outlines the feedback we have heard from the nationwide hui on Monday afternoon. This will allow us to input feedback from the remaining hui in the South Island so that you have a full national picture to support your participation in the ministerial meeting.

Hon Priyanca Radhakrishnan
Minister for Diversity, Inclusion and Ethnic
Communities

_____/_____/_____

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. I have heard concerns that the new Ministry will still be “part of DIA” and that it will not be adequately resourced to bring the change that ethnic communities have been asking for and that the Royal Commission envisaged.
- I have commissioned work to clarify the independence the new Ministry will have from DIA as its host agency. However, 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 am conscious of the Government’s budget constraints. I will be submitting 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.
- This will be a lean, carefully considered, bid. It identifies critical resourcing to implement the Royal Commission’s recommendation around collating and using data to monitor and evaluate public sector efforts to improve ethnic communities’ well-being.
- It has become evident from the nationwide hui that a name change and a Chief Executive will emphatically not be enough. The communities need to see some real change, and real money behind the change, to deliver community expectations. Otherwise we risk disappointing communities and failing to capitalise on the initial good-will from the announcement of the new Ministry in December. 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.
- I want to highlight the importance of the new data collation, evaluation and monitoring function. Done well this could see an evidence-base building over time that all departments can draw from to understand the impact on ethnic communities when advising on policy, or monitoring and evaluating policy outcomes. Further, the Royal Commission recommended that an evaluation framework be developed with performance indicators to examine the effectiveness of government policies and programmes on ethnic community well-being.
- While I as the relevant Minister and the new Ministry will have responsibility for this evaluation, ultimately it is up to all of us in our various portfolios to push our departments to deliver on work identified as priorities to improve ethnic community well-being. This will require a cross-government systemic change to look at how we develop our policies and design and deliver our services; it requires a mainstreaming of ethnic community issues across departments.
- What has also been evident from the nationwide hui is the lack of clarity about the Ministry for Ethnic Communities’ mandate. I have been asked sporadic and left-to

field questions about what the new Ministry will do about domestic violence, hate speech, ethnic people in business, and a wide array of other issues.

- The mandate of the then Office of Ethnic Affairs agreed by Cabinet in 2000 is no longer fit-for-purpose. We need 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. I will be seeking Cabinet approval for this later this year.

Implementation Oversight Advisory Group

- The Implementation Oversight Advisory Group should not become a substitute for broader engagement where this is appropriate or necessary. This group must sit within a broader engagement strategy.
- 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 open nominations process. Membership of the group will inevitably be contentious. A transparent process will mitigate this.
- I support the proposed broad membership. I am keen to see gender and generational balance on the group.
- If the group is large, it could struggle to come to consensus. We may want to think about rules that allow for dissenting views to be recorded in public documents, to make it easier for at least a majority to agree to advice/recommendations.
- 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

- 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 Office of Ethnic Communities (OEC) received a lot of initial interest from other agencies to host graduates, which is very positive. The OEC is now aiming to confirm all of the 15 positions with host agencies as soon as possible, so I strongly encourage colleagues here to ensure that agencies are identifying positions and then signing MOUs with the OEC as soon as possible.
- You may recall that the Cabinet paper which approved the Ethnic Communities Graduate Programme as part of a suite of social inclusion actions explicitly mentioned that the Intelligence agencies and the Ministries of Justice and Education, would be expected to take part in the Graduate Programme.

- I'm confident that the Graduate Programme will provide a meaningful first employment opportunity in the Public Service for talented graduates from New Zealand's ethnic communities.

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