



BELONG AOTEAROA STRATEGIC INTENT

2018 - 2023

OUR VISION.

An inclusive, connected New Zealand where newcomer communities are able to enjoy and contribute towards our collective wellbeing and prosperity.

OUR MISSION.

Driving innovation to improve newcomer settlement and integration.

GLOSSARY

Inclusive and connected New Zealand: Communities where people of all backgrounds are included, valued and treated equally.

Newcomer communities: People, families and communities with a migrant or refugee background.

Collective wellbeing: Achieving a level of health, happiness, safety, comfort and success that is consistent and shared across whole communities, regardless of their background.

Innovation: Developing new ideas and ways of working with the potential to deliver better results in terms of community wellbeing and prosperity.

Settlement: The process of moving to a new place with different culture, language, customs and systems; establishing roots and building a sense of community.

Integration: Belonging and participating in all aspects (economic, social, cultural and political) of a community, as equals.

OUR PRIORITIES.

In line with our mission, we are focused on delivering outcomes that contribute to positive systems change and address critical pain points in the settlement and integration experience for newcomers in New Zealand.

To achieve this, all work that we engage with under our new strategy must align with our priority focus areas:

Initiatives or opportunities with the potential to deliver systems change - generating new solutions and evidence about what works, in order to influence wider policy and practice.

Initiatives or opportunities that prioritise settlement, belonging and wellbeing outcomes for new migrants and former refugees.

In addition, we have identified key system pain points that we will focus on in the initial implementation of our strategy:

- 1. Equitable access to employment and enterprise for people from migrant and refugee backgrounds.**
- 2. Social isolation experienced by women from refugee and migrant backgrounds.**
- 3. Gaps and barriers to collaboration within the ethnic community sector.**
- 4. Barriers to civic participation and integration caused by wider societal attitudes and discrimination towards newcomer communities.**

These issues were identified through stakeholder engagement and research undertaken in 2018. These priorities may change over time based on the insights that we gather as part of our ongoing impact model. Any new priority pain points that emerge over time must fit with our overall mission and priority focus on driving systems change.

OUR PRINCIPLES OF PRACTICE.

Empowerment

We work in ways that empower diverse communities – especially those who would otherwise be marginalised or face barriers to participating in community and having their voices heard.

Manaakitanga

Through our work with newcomer communities, we understand the value of a warm welcome. We therefore work in ways that are warm, caring and supportive, so that our communities and partners feel valued and included.

Whanaungatanga

Forming connections can help people to feel like they belong. We work in ways that focus on understanding people's shared experiences and values, and use these to build strong and sustainable connections.

Courageous disruption

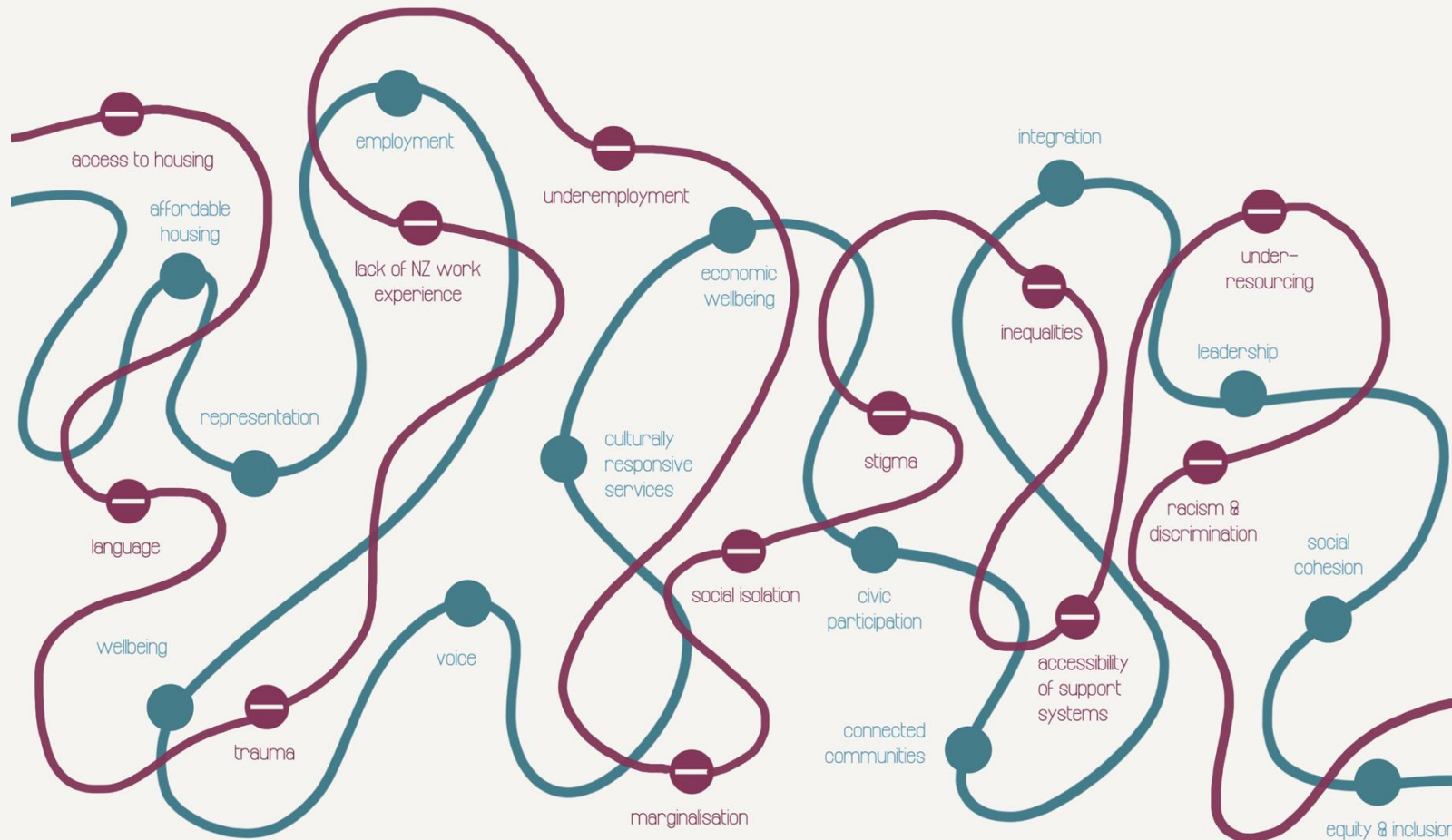
We recognise that new solutions are needed for us to be able to achieve our vision, and so our mission is focused on achieving systems change. To deliver on this, we are prepared to be bold, brave, disruptive and innovative in our approach.

Collaborative impact

We know that other organisations and groups share our values and goals, and have diverse strengths and resources that complement our own. We work in partnership with others to achieve stronger, collaborative impact.

OUR IMPACT MODEL.

(i) UNDERSTANDING THE PROBLEM.



When newcomers arrive in New Zealand they enter a complex environment of different 'systems' – including health, education, employment and community. These systems intersect to form a 'meta-system' within which settlement, belonging, integration and wellbeing occur.

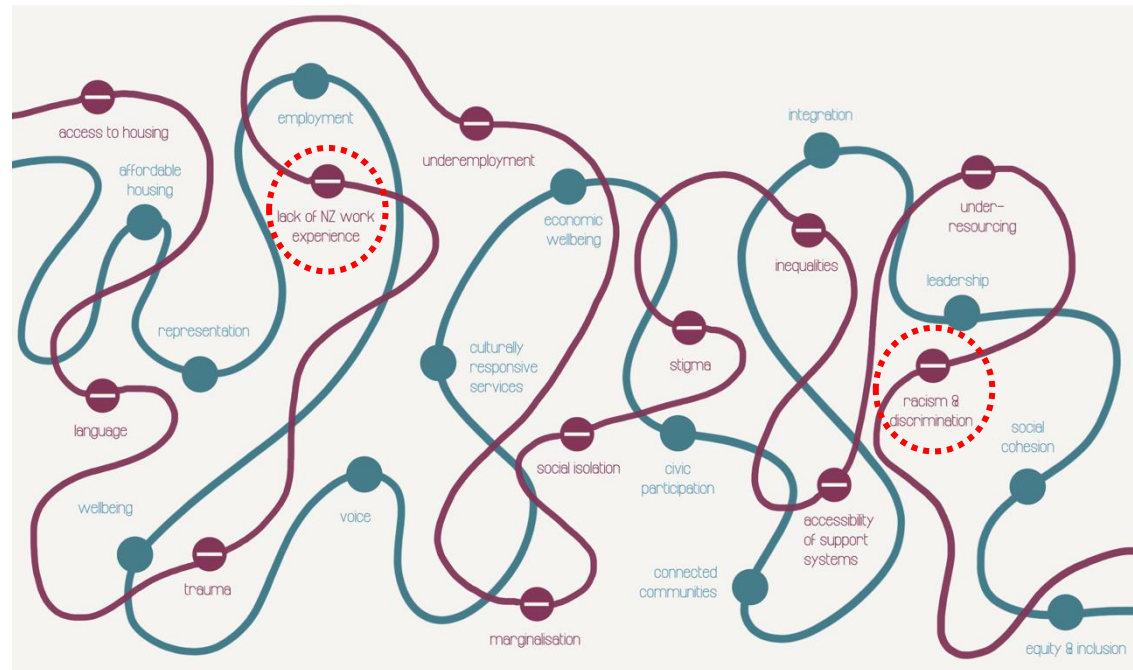
During the process of settlement and integration, newcomers can face a wide range of 'pain points' or challenges in navigating these systems. Examples of key pain points include equitable access to employment, social isolation and racism.

Many of these pain points are inter-connected; and for some more vulnerable newcomers, they can be experienced more deeply and over a longer time period.

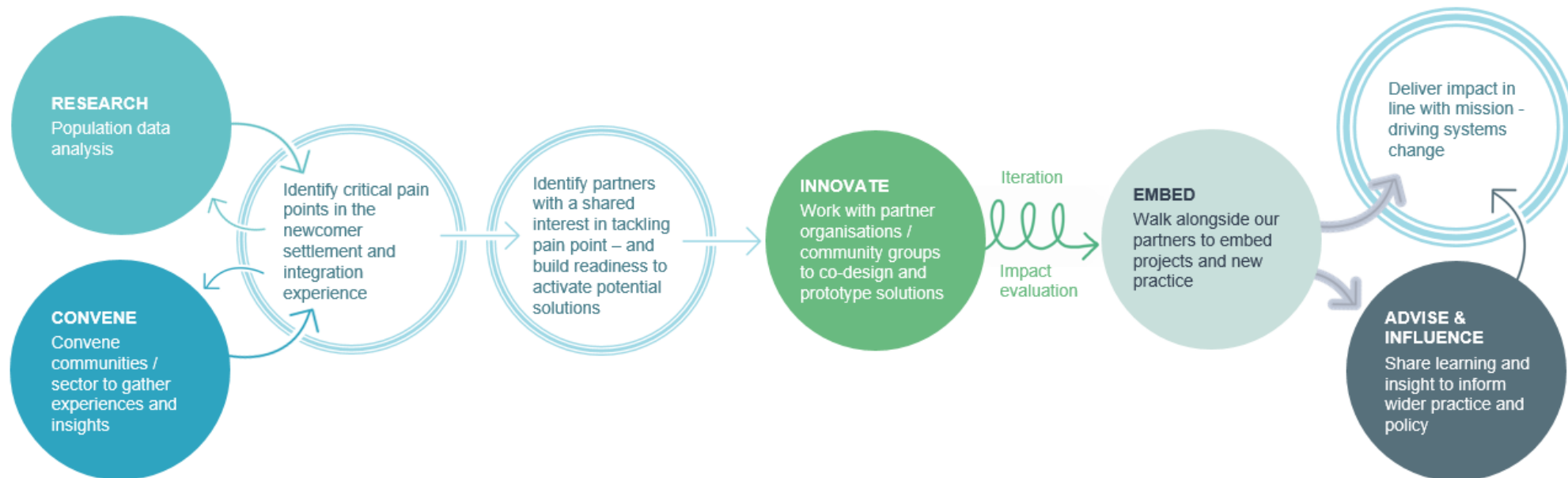
More vulnerable newcomers can include people of refugee background, new migrants, women or older migrants. Other factors, such as visa status or language barriers, can further contribute to newcomers experiencing pain points in their settlement and integration process.

Historically, ARMS has delivered workshops, programmes and services that have been designed to support migrant settlement. These programmes have delivered positive impact to individuals, but have had limited impact on addressing the root causes of the challenges experienced by these individuals.

Our new Strategic Intent has been designed to pivot our work so that we are more focused on addressing the root causes of the priority pain points within the newcomers 'systems'. Our model for doing this is described in more detail below.



(ii) OUR ACTIVITIES AND IMPACT – DELIVERING ON OUR MISSION.



(iii) OUR THEORY OF CHANGE.

OUR CONTEXT.

Ethnic diversity is rapidly increasing in New Zealand's communities. Nearly 40% of Auckland's population were born overseas.

Newcomers face a range of challenges in relation to settlement, inclusion and wellbeing.

These barriers can be complex or acute for some population groups e.g. people of refugee background.

Funding constraints limit the ability of service providers to fully meet these needs within their current operating models.

To achieve transformational change in the settlement experience that NZ provides to newcomers, innovation is required.

There is a strong appetite in the community sector to work more collaboratively, so that the needs and aspirations of newcomers can be more effectively met.

Strengthening the wellbeing of NZ communities requires a wider shift in attitudes to support the inclusion of newcomers and diverse communities.

Our organisation has a strong track record of achieving impact through a combination of evidence-based practice and innovation.

OUR CORE ACTIVITIES.

RESEARCH

We collate and analyse data and community insights to identify and prioritise **systemic "pain points"** for newcomer communities.

CONVENE

We bring community and the sector together to gather insights, identify potential solutions and activate collaboration.

INNOVATE

We partner with communities and/or other NGOs in our sector to co-design and prototype new solutions with potential to activate systems change.

EMBED

We walk alongside communities to grow and embed new initiatives that are showing potential to achieve systems change.

ADVISE & INFLUENCE

We share insights and learning from our work to further catalyse systems change by:

- Informing the practice of others.
- Advising on policy.
- Influencing attitudes towards newcomers.

OUR IMPACT.

RAPID PROGRESS SIGNS (3 YEARS)

Newcomers experience increased belonging.

Newcomers have enhanced access to opportunities that support positive settlement.

Newcomers are more resilient.

Newcomer communities are more empowered and self-determining.

New Zealand communities have increased understanding of diverse communities.

Increased cross-sectoral partnerships support improved outcomes for newcomers.

LONG-TERM OUTCOMES (10 YEARS)

Newcomer communities have equitable access to opportunities.

Newcomer communities are thriving.

New Zealand's communities are more inclusive and connected.



An inclusive, connected New Zealand where newcomer communities are able to enjoy and contribute towards our collective wellbeing and prosperity.

SUMMARY – OUR STRATEGY IN PRACTICE.

WHAT ISSUE
ARE WE
TRYING TO
ADDRESS?

1.

Many newcomers experience significant challenges to settlement and integration.

These challenges can affect their wellbeing and create inequalities in our communities. In turn, this means that New Zealand is not reaching its full economic, social and cultural potential.

The settlement and integration process for newcomers has key 'pain points' or commonly experienced (systemic) challenges that, if addressed effectively, can help to support wellbeing, inclusivity and prosperity across our communities.

2.

Our vision is to help build an inclusive and connected New Zealand, where newcomer communities are able to achieve and contribute towards collective wellbeing.

To achieve this vision, we believe that we need to address the priority issues that affect settlement and integration at the root-cause.

By working to influence and improve the 'system' that supports newcomers, we can create positive pathways to settlement, belonging and integration that are more sustainable and support greater wellbeing.

WHAT ARE
WE TRYING
TO ACHIEVE?

HOW ARE WE
GOING TO
ACHIEVE
CHANGE?

3.

We have designed a new strategy and approach that aims to create positive change by addressing priority 'pain points' in the system.

We will focus on supporting new migrants and former refugees, who face the most significant barriers to settlement and integration.

We will focus on priority issues – employment, social isolation and racism/discrimination.

We will work collaboratively with other groups and organisations to design and test innovative new solutions.

4.

In practice our approach includes:
Researching and understanding key issues → Working with communities to design innovative new solutions → Testing these ideas and growing the ones that work.

These innovative projects may look like:

- Growing viable employment and enterprise opportunities for former refugees.
- Place-based community projects that bring multi-cultural communities together.
- Social movements or campaigns that change attitudes towards migrants and refugees.

WHAT DOES
THIS LOOK
LIKE IN
PRACTICE?