



## Superdiversity Stocktake

Implications for Business,  
Government and New Zealand

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**A P P**

**E N D I**

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# Appendix Three – Key Settlement and Integration Programmes

## Settlement Programmes Funded by Immigration New Zealand for 2014–15

### Settlement Information Services – Face to Face

The Citizens' Advice Bureau ("CAB") provides face to face settlement information in 30 locations. These services operate in all major centres, including seven in Auckland and three in Christchurch. The CAB website notes their "volunteers are specially trained to provide an independent, confidential and free service".<sup>1487</sup>

### Language Link Multilingual Information Service

CAB also administers Language Link, which operates nationally to provide a multilingual information and advice service for clients to access appropriate information and advice in their language. According to the CAB website, Language Link has:<sup>1488</sup>

*... a team of CAB trained workers offering the CAB service in over 20 different languages, including English. They provide the core CAB service of information, advice and support, including an interpreting service.*

Language Link is free to access and costs \$519,000 to fund. Language Link is available in over 20 languages.<sup>1489</sup>

### Canterbury Skilled Migrant Business Services

The Canterbury Employers' Chamber of Commerce ("CECC") delivers Canterbury Skilled Migrant Business Services. The CECC website describes it as "a free service available to Canterbury employers of new migrants who need advice or assistance with settlement issues and challenges".<sup>1490</sup>

The service costs \$194,846 to fund. The services are intended to help employers retain their skilled migrants by helping employers:<sup>1491</sup>

- provide settlement information and support to new migrant staff;
- provide effective supervision and management to assist with integrating new migrants into the workplace; and
- improve workplace communication by providing resources and tips on New Zealand's unique communication style.

The service delivers 25 specialist seminars and workshops for employers of newcomers across the region, and 80 hours of one-on-one employer support provided to SMEs employing newcomers. This also includes facilitation of a network of employers of Filipinos, and hosting sponsored newcomer events to assist in identifying and addressing newcomer needs.

### Auckland Regional Migration Services

Auckland Regional Migration Services ("ARMS") run a number of programmes to support new migrants.

The ARMS website describes its Job Seeker Support programmes, which include:<sup>1492</sup>

- Job search workshops targeted at "skilled migrants on residency visas". Job search workshops are free for participants who hold job search visas, work to residence visas and work visas;
- Employment workshops targeted at "non-residency visa holders". The fee is \$40 per participant;

- Specialist job search workshops;
- A mentoring programme; and
- A Job Search Support Club.

ARMS English Language Support programmes include:<sup>1493</sup>

- An English Language Advisor who “provides 30 minute one-to-one consultations to assess your current English skills, provide advice, and refer you to suitable providers and courses”. Access to an ARMS English Language Advisor is \$30 for those holding visitor visas, working holiday visas, and international student visas;
- ARMS Pronunciation Course; and
- A Professional Speaking For Migrants Course.

### Settlement Services for Asian Newcomers

The Chinese New Settlers Services Trust (“CNSST”) administers a programme targeted at Asian newcomers (who have been in New Zealand for less than two years) in the Auckland region on student, work, and residence visas. The CNSST website describes the programme as aiming:<sup>1494</sup>

*... to enable Asian newcomers to participate in and contribute to NZ’s multicultural society, and to facilitate the successful integration of Asian new settlers into the wider community.*

The CNSST has provided settlement support since 1997. The Settlement Services for Asian Newcomers programme involves the provision of general information, settlement workshops, and referral and follow-up services. The CNSST offers support in Chinese and Korean. The CNSST website listed its pages in Japanese and Vietnamese as “under construction” at the time of writing.<sup>1495</sup>

### New Kiwis Online Migrant Recruitment Programme

According to the New Kiwis website “The purpose of New Kiwis is to connect overseas and local migrant job seekers with New Zealand Employers”.<sup>1496</sup>

This programme supports New Zealand employers to identify, recruit and retain newcomer migrant employees with the skills appropriate to fill employment vacancies, using New Kiwis Local, New Kiwis Global and employment services run by the Auckland Chamber of Commerce.

The programme is administered by the Auckland Chamber of Commerce, primarily in the Auckland region. It is a “national employment initiative by the Auckland Chamber of Commerce and Immigration New Zealand”.<sup>1497</sup> Registration is free for both job seekers and employers.

### Wellington Regional Skilled Newcomers Programme

The Wellington Employers’ Chamber of Commerce administers the Skilled Newcomers Programme. Its website notes the programme:<sup>1498</sup>

*... is focussed on recent migrants to New Zealand who have specialised experience or qualifications that will fill specific job roles within New Zealand Organisations. We provide training on the New Zealand business environment and skills that will help them integrate into your workplace.*

Eligibility is restricted to skilled migrants (and their partners), refugees, those on work to residence visas and those transitioning from student visas to work visas, who have been in New Zealand under two years.

This programme is designed to ensure employers in the Wellington region have improved access to the skills they need to grow their business, including the benefits of employing newcomers. The Skilled Newcomers Programme provides suitable candidates to employers at no cost. Businesses also receive information and support to enhance retention of newcomer employees.

## Connecting Canterbury Employers and Newcomers Skills Programme

This programme aims to ensure Canterbury employers access and retain skills they need to grow their business and retain the skills needed for their business. It is administered by the CECC in the Canterbury region.

According to the CECC's website, the programme aims to assist:<sup>1499</sup>

- **Employers** – By connecting them with newcomer skills and providing support and advice to employers on the retention of newcomers they employ; and
- **Newcomers** – By assisting them with job options (referrals and placement into employment), connecting their skills with potential employers and through job search and CV development, career development and referral to career development programmes.

## Settlement Programmes Funded by the Ministry of Education for 2014

### ESOL Funding and Support to Schools

The Ministry funds ESOL support for migrant and refugee background students who are English language learners (“ELLs”).

Funding support targets highest needs ELLs enabling schools to employ additional staff (teachers and language assistants) to provide English language support programmes. This funding pool may also provide additional targeted funding to support high needs students through Bilingual Tutor funding and the Bilingual Assessment Service.

The MoE, through its National Migrant, Refugee and International Education team, coordinates the provision of ESOL funding to schools. There are approximately 33,000 students eligible for ESOL funding in over 1,300 schools.

Funds are distributed nationally twice a year on a per student basis. Schools are provided with funding and resources to provide appropriate English language support to migrant and refugee background English language learners.

ESOL Verifiers work with schools to monitor the eligibility of students, ESOL policies and procedures, appropriate programme provision, the accuracy of assessments, teacher qualifications and ESOL professional development. Verifications may be undertaken by school visits, by post or by telephone.

### Other ESOL Specific Targeted Initiatives

#### *Enhancing Expertise: Professional Development*

A range of professional development and training programmes are available to up-skill teachers and paraprofessionals (teacher aides, language assistants and bilingual tutors) to deliver effective English language support programmes.

These include:

- a. ESOL/Literacy advisors;
- b. TESSOL tuition fees scholarships;
- c. ESOL professional learning communities;
- d. English Language Assistant training;
- e. Pasifika Bilingual Teacher Aide training;
- f. Support for use of self-access online training modules for the English Language Learning Progressions (“ELLPs”) and the Working with ELLs (“WELLS”);
- g. TESSOL Scholarships – Approximately 140 scholarships are awarded nationally each year for two years part-time study towards a TESSOL qualification.

#### *Enhancing Expertise: Provision of ESOL Teaching and Learning Resources*

The MoE has produced a wide range of teaching and learning resources to support schools in developing and delivering effective English language support programmes for migrant and refugee background English language learners. These include:<sup>1500</sup>

- a. ELLPs;
- b. Making Language and Learning Work – DVDs 1–3;
- c. English Language Intensive Programme;
- d. Supporting English Language Learning in Primary Schools;
- e. Focus on English curriculum units;
- f. Selections (reading material and ESOL teaching notes); and
- g. ESOL units, exemplars and course approval material.

#### *Valuing Diversity and Supporting Families and Communities*

There are a number of initiatives and resources that assist schools to work collaboratively with their migrant and refugee background communities so that migrant and refugee background parents are engaged and support their children's education. These include:

- a. Regional Migrant and Refugee Education Co-ordinators;
- b. New to New Zealand resource distributed to schools with Defining Diversity facilitation guide;
- c. Translations of parent information booklets Helping Your Children Learn at Home and at School, Families Learning Together and Supporting your Child's Learning into 14 different community languages; and
- d. Computers in Homes programme for refugees.

#### *Refugee and Migrant Education Co-ordinators*

Refugee and Migrant Education Co-ordinators ("R&MECs") are located in the Ministry's regional offices. A Lead Advisor for Refugee and Migrant Education operates from the National Refugee, Migrant and International Education team in the Auckland office. Being located in the regional offices, the R&MECs are well placed to work collaboratively with the Senior Advisors to provide ongoing and targeted support for students, schools and communities through:

- Promoting partnerships between school, families and communities;
- Providing assistance to schools for working with migrant and refugee background students;
- Helping families and communities to respond to education-related issues;
- Providing information about schooling in New Zealand; and
- Ensuring schooling-related settlement support to migrant and refugee background students.

The R&MECs are involved in an extensive range of specialised activities to support students, families and communities and schools, including:

- Supporting appropriate school placements for excluded students;
- Working with schools to develop and monitor targeted support through the Refugee Flexible Funding Pool initiative and the Refugee Pathways and Careers programme;
- Contributing to professional development through the ESOL professional learning communities;
- Monitoring the Bilingual Assessment Service referral process;
- Working with ESOL Advisors, schools and other agencies to provide parent information sessions around topics such as NCEA;

- Assisting schools to identify bilingual assistants;
- The development of bilingual information-gathering forms for schools to access from the website;
- Supporting the establishment and maintenance of the Computers in Homes programme for refugee background families; and
- Collaborating with staff in other government and non-government agencies, in particular MSD, OEC and Refugee Services.

## Settlement Programmes Funded by Tertiary Education Commission as at 2014

### Intensive Literacy and Numeracy – Targeted ESOL

Institutes of Technology and Polytechnics (“ITPs”), PTEs, universities and wānanga (approved providers are listed (per region) on the TEC website) are funded by the TEC to provide targeted ESOL to adult refugees and migrants who are pre-literate learners or learners who have very low levels of English language and literacy.<sup>1501</sup>

Funding support targets highest needs learners, with a focus on programmes designed to suit the learner’s need, with an ultimate aim of raising their skills to a recognised literacy level.

There are nine Auckland providers, two in Waikato, two in Wellington, three in Christchurch and one in Nelson. There are also three multi-site providers.

### Workplace Literacy

The Workplace Literacy fund provides support for employees to increase their literacy, language and numeracy skills linked to workplace requirements.<sup>1502</sup> Initiatives funded through Workplace Literacy should:

- Support high-quality literacy, language and numeracy learning that is tailored to the needs of the workplace and other industry training;
- Have mechanisms to report on learners’ progress in improving literacy, language and numeracy skills;
- Demonstrate a partnership approach with employers, providers and industry training organisations; and
- Be innovative in addressing the literacy, language and numeracy issues faced by businesses.

Funding is available to employers, industry training organisations, ITPs, PTEs, Rural Education Activities Programme providers (“REAPs”), schools, universities and wānanga nationwide. There are around 5,660 learner places (40 hours of literacy and numeracy delivery per place for between 10 and 40 weeks). This fund is not specific to ESOL.

### Adult Community Education

The purpose of the Adult Community Education (“ACE”) fund is to provide adults with community-based education, foundation skills and pathways into other learning opportunities that meet identified community learning needs and ACE priorities.<sup>1503</sup>

The ACE objectives are to provide informal, non-assessed learning opportunities that are characterised by programme diversity, flexibility and responsiveness to identified community learning needs and individual learners, and to contribute to the tertiary education system in line with the directions outlined in the Tertiary Education Strategy 2010–2015.

ACE funding is available to community organisations, REAPs, schools, and ITPs nationwide.

### English for Migrants

The English for Migrants programme lets migrants attend English language courses, helping

them settle into communities and work.<sup>1504</sup> Some migrants must pay English language tuition fees to MBIE before arriving in New Zealand as part of their residence requirement. This is known as “pre-purchased tuition”. The TEC administers these pre-purchased tuition payments.

Migrants who have pre-purchased tuition as part of their residency can only use their pre-purchased tuition for English language courses at approved organisations. The pre-purchased tuition is intended to cover compulsory student fees, and the total amount paid depends on the migrant’s level of English.

The TEC pays student fees to approved providers once it receives confirmation of each individual migrant’s enrolment in approved English for Migrants courses.

The programme is provided by ITOs, ITPs, PTEs, REAPs, schools, universities and wānanga (approved providers are listed per region on the TEC website) nationwide, but particularly in Auckland, where there are 26 providers.

### Migrant Levy Funding – ESOL Programme

The Migrant Levy funds one PTE, English Language Partners (formerly ESOL Home Tutors), to offer one-to-one English language tuition, social English classes, English for migrants programmes and ESOL literacy classes for approximately 668 learners nationwide.<sup>1505</sup>

### Settlement Programmes Funded by the Office of Ethnic Communities for 2013–14

#### Settling In Programme Transferred from MSD to OEC on 1 April 2014

The Settling In Applicant Guidelines for September 2015 describe Settling In Funding, which is “available for projects or initiatives that support successful settlement for refugee and migrant communities in New Zealand through promoting participation across ethnic communities”.<sup>1506</sup>

In 2007 the OEC set up the Intercultural Advisory Team to maximise the benefits of ethnic diversity in New Zealand’s workplaces and businesses. Key lessons learnt include:<sup>1507</sup>

- The transnational contacts of ethnic business people in New Zealand are not being fully utilised by mainstream businesses;
- Most New Zealand organisations have no ethnic diversity management initiatives in place;
- There is little connection between ethnic small and medium-sized enterprises and mainstream business support organisations;
- Many ethnic business people are unsure of where to access information about starting and running a business.

The OEC actively collaborates with other government departments and non-government organisations, such as NZAL, and works on smaller projects on a case-by-case basis, rather than at a macro level. It focuses on the economic wellbeing of New Zealand’s ethnic population, as well as working to enhance its social integration into the mainstream New Zealand population, for example, through young leadership programmes, conferences and workshops, and the promotion of high calibre ethnic nominations for community and statutory boards.<sup>1508</sup>

One initiative developed by the OEC, *Riding the Wave*, is an ethnic diversity management programme which provides advice and support to employers on ways to maximise the benefits of ethnic diversity in the workplace. Employers are provided with practical guidance and resources and participate in interactive workshops based on themes such as opening the door to diversity at the recruitment and selection stage, for example, through job marketing in ethnic media outlets.<sup>1509</sup> The OEC has collaborated with the New Zealand Institute of Management since 2012 on this project, which also involves analysing ethnic diversity strategies in various types of businesses, as well as coaching and mentoring programmes to ensure migrants are gaining leadership and senior roles.<sup>1510</sup> The *Riding the Wave* manual is available online.<sup>1511</sup>

Other key OEC initiatives include the following:

- a. *Intercultural Awareness and Communication Training for Trainers programme* – The objective of this staff training programme is to “enhance relationships in the workplace both between colleagues, and with customers and stakeholders”, by facilitating communication between people from diverse cultural backgrounds.<sup>1512</sup> The programme has been delivered to private, government and NGO sectors, and is adaptable to the needs of the individual organisation in question. Its focus is “intercultural” rather than culture-specific, which avoids “one-size fits all solutions”. For example, the initiative has helped South Island tutors deal with an increasingly diverse client base due to the influx of migrants on dairy farms.<sup>1513</sup>
- b. Providing expert advice to central government policy staff on how to use ethnic perspectives in their policy frameworks.<sup>1514</sup>
- c. *Language Line* telephone interpreting service to agencies that provide government services.<sup>1515</sup> Around 50,000 calls are made per year.<sup>1516</sup> The service is available in 44 different languages.<sup>1517</sup>
- d. *Conscious Parenting (Ethnic Specific)* – These programmes provide orientation and small group meetings for new migrants to provide information and awareness of New Zealand laws regarding parenting and other family laws as well as parenting in a multicultural environment.
- e. The *EPIC NZ* project, which seeks to improve connections between ethnic and mainstream businesses, with a particular focus on the Asia-Pacific region.<sup>1518</sup> This is comprised of a number of smaller initiatives, including:
  - i. Annual *EPIC NZ* conferences as forums for discussion about the potential within the ethnic SME sector to expand New Zealand’s economic ties to high-growth markets in the Asia-Pacific region;
  - ii. Knowledge workshops, whereby ethnic businesses are provided with information on how to operate businesses effectively in New Zealand, with topics such as tax, exporting, entrepreneurship and interaction with government agencies;
  - iii. The *Connecting the Regions* programme, which seeks to promote investment opportunities available in regional New Zealand to local ethnic businesses and their international investment partners. Visits are arranged between New Zealand businesses and ethnic investors to explore business opportunities in specific sectors; and
  - iv. The OEC has also developed a website to help connect ethnic and mainstream businesses through business matching.<sup>1519</sup> The website helps New Zealand businesses to understand Asian business culture and systems. Over 200 businesses have registered on the online database.

These key OEC initiatives are administered by Migrant Action Trust in Auckland.

## Settlement Programmes Funded by Work and Income for 2014–15

### Migrant Employment Assistance

WINZ describes Migrant Employment Assistance as “funding for projects that help migrants get the skills they need to find work”. Similarly, “[t]he migrants taking part in these projects must have been in New Zealand less than two years and be having problems finding work”.<sup>1520</sup>

Recipients of this service are not WINZ clients (services are contracted at an average cost of \$589 per person).

The program is provided by the ARMS Charitable Trust, CNSST, Migrant Action Trust, the Auckland Regional Chamber of Commerce, Christchurch Small Business Enterprise Centre Limited, Whangarei Migrant Centre Incorporated, Hamilton Multicultural Services Trust, English Language Partners Wellington Incorporated and the Multicultural Centre for Learning and Support Services Incorporated in the main centres.

## Work and Income Regional Programmes

WINZ funds regional programmes that help new migrants to prepare for the New Zealand workforce.<sup>1521</sup> The programme also helps skilled migrants to gain work at an appropriate skill level, supports new migrants to establish themselves in business, and coaches and mentors new migrants to help them gain sustainable employment, and therefore prevent them coming onto a benefit.

The program is provided by the ARMS Charitable Trust, CNSST, Migrant Action Trust, the Auckland Regional Chamber of Commerce, Christchurch Small Business Enterprise Centre Limited, Whangarei Migrant Centre Incorporated, Hamilton Multicultural Services Trust, English Language Partners Wellington Incorporated and the Multicultural Centre for Learning and Support Services Incorporated in the main centres.

Recipients of this service are generally WINZ clients (services are contracted at an average cost of \$3,086 per person).

## Settlement Programmes Funded by the MSD (Family and Community Services) for 2014–15

### Services for Children and Family Violence Intervention

These services are operated by Shakti Asian Women's Safehouses in Auckland.<sup>1522</sup> These services are targeted towards refugee and migrant women of Asian, African and Middle Eastern descent. Shakti provides case work services for women and children, works with Child Youth and Family, and assists families in understanding and working against child abuse. Its services include counselling and legal advocacy, family settlement, casework, and services for youth by youth.

### Emergency Accommodation

Auckland Refugee Council provides emergency and short-term (hostel) housing to asylum seekers at the arrival stage in the Auckland region.<sup>1523</sup>

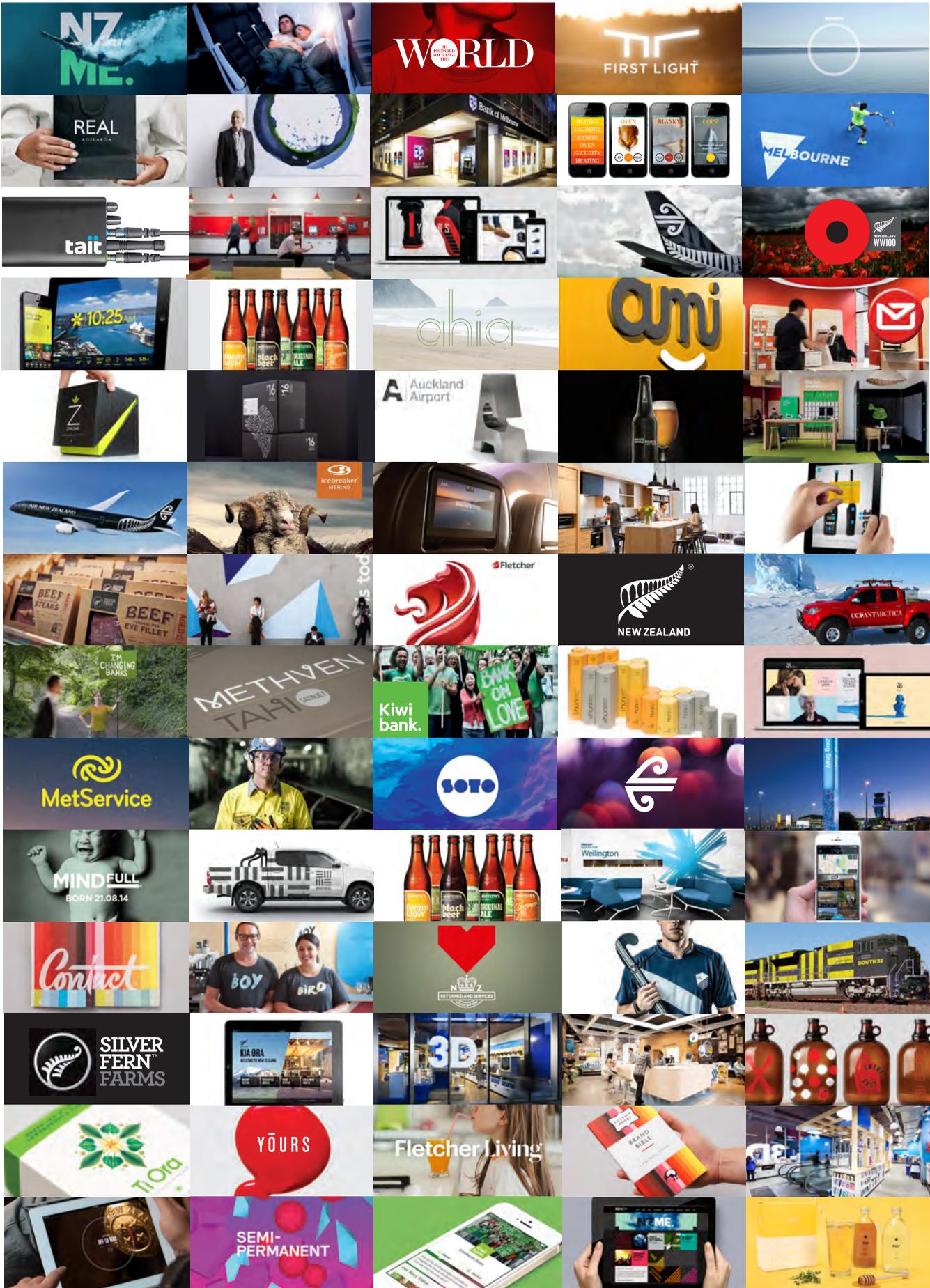


# Endnotes

- 1428 Four of the respondents chose not to answer this question.
- 1429 71.6 per cent of respondents were born in New Zealand and 8.33 per cent gave an unclear answer.
- 1430 Seventeen respondents did not provide an answer to this question.
- 1431 Eighteen respondents did not provide an answer to this question.
- 1432 There was a large drop-off response rate for this question, as 52 of the participants did not answer this question.
- 1433 Twenty-three respondents did not answer this question.
- 1434 Twenty-eight respondents did not answer this question or, otherwise, deemed it inapplicable to their circumstances.
- 1435 Twenty participants did not answer this question.
- 1436 Twenty participants did not answer this question.
- 1437 Twenty-three participants did not respond to this question.
- 1438 Twenty-four respondents skipped this question.
- 1439 Where respondents identified with more than one ethnicity, this was recorded once under each applicable ethnic group.
- 1440 Fifty-five respondents did not answer this question.
- 1441 10.6 per cent said that this question was not applicable, as they did not employ diverse staff.
- 1442 Fifty-eight respondents skipped this question.
- 1443 Fifty-five respondents skipped this question.
- 1444 Sixty respondents did not answer this question.
- 1445 Fifty-nine respondents did not answer this question.
- 1446 Seventy respondents skipped this question.
- 1447 Percentages were calculated from the total number of businesses that had experienced challenges.
- 1448 Two respondents skipped this question.
- 1449 Five respondents skipped this question.
- 1450 One respondent did not answer this question or the following questions.
- 1451 Australian Bureau of Statistics "Reflecting a Nation: Stories from the 2011 Census, 2012–2013" (21 June 2012) <[www.abs.govt.au](http://www.abs.govt.au)>.
- 1452 K Robertson "Western Australia now experiencing 'super diversity'" *PerthNow* (online ed, 7 June 2014).
- 1453 See Reconciliation Australia "What is the RAP Programme?" <[www.reconciliation.org.au](http://www.reconciliation.org.au)>.
- 1454 A Manoharan *Two Sides of the Same Coin: Benefits and Challenges of Employing an Ethnically Diverse Workforce in Australian Hotels* (ANZAM, 2013).
- 1455 I Nataatmadi and LE Dyson "Managing the Modern Workforce: Cultural Diversity and its Implications" (IRMA International Conference, Idea Group Inc, 2005) at 580.
- 1456 Australia Post *Equal Employment Opportunity Report 2012* (2012) at 12.
- 1457 Leadership Management Australasia *Leadership, Employment and Direction (LEAD) Survey* (June 2012) at 11–14.
- 1458 Diversity Council Australia *Cracking the Cultural Ceiling: Future Proofing Your Business in the Asian Century* (2013) at 1.
- 1459 Hays Recruitment *The Balancing Act: Creating a Diverse Workforce – Research and Insights that Impact Your World at Work* (2014) at 4.
- 1460 Statistics Canada "Immigration and Ethnocultural Diversity in Canada" (14 January 2014) <[www12.statcan.gc.ca](http://www12.statcan.gc.ca)>.
- 1461 D Jacobsen *What the World Will Learn from Canada About Workplace Diversity and Sustainability* (Globoforce, 22 January 2014).
- 1462 RBC Financial Group "The Diversity Advantage: A Case for Canada's 21st Century Economy" (paper presented to the 10th International Metropolis Conference, Toronto, 20 October 2005) at 1.
- 1463 See D Nider "Racism in the Workplace: Challenges facing Visible Minorities in the Workplace" (presentation to Human Metropolis British Columbia E-Symposium, British Columbia, 14 April 2010). See also *RBC Economics Immigrant Labour Market Outcomes in Canada: The Benefits of Addressing Wage and Employment Gaps* (December 2011); The Diversity Institute in Management and Technology *Peel Immigration Labour Market Survey Findings* (December 2009); The Conference Board of Canada *Immigrants as Innovators: Boosting Canada's Global Competitiveness* (October 2010).
- 1464 B Kreissl "Language in the workplace" *Canadian HR Reporter* (online ed, 7 June 2011).
- 1465 V Hiranandani "Diversity Management in the Canadian Workplace: Towards an Antiracism Approach" [2012] *Urban Studies Research* 1.
- 1466 See Deloitte *Diversity and Inclusion in Canada: The Current State* (August 2014).

- 1467 Deloitte *Diversity and Inclusion in Canada: The Current State* (August 2014) at 14.
- 1468 "White British" is an ethnicity classification used in the United Kingdom's 2011 Census.
- 1469 ESRC Centre on Dynamics of Ethnicity (CoDE) *Ethnic Inequalities in Labour Market Participation?* (September 2013, University of Manchester).
- 1470 ESRC Centre on Dynamics of Ethnicity (CoDE) *Have Ethnic Inequalities in Employment Persisted Between 1991 and 2011?* (September 2013, University of Manchester).
- 1471 National Audit Office *Increasing Employment for Ethnic Minorities: A Summary of Research Findings* (2008); and Leitch *Prosperity for All in the Global Economy - World Class Skills* (Treasury, December 2006).
- 1472 ESRC Centre on Dynamics of Ethnicity (CoDE) *How are Ethnic Inequalities in Education Changing?* (March 2014, University of Manchester).
- 1473 SRC Centre on Dynamics of Ethnicity (CoDE) *How are Ethnic Inequalities in Education Changing?* (March 2014, University of Manchester). See also S Burgess *Understanding the Success of London's Schools* (Working Paper No 14/333, October 2014, Centre for Market and Public Organisation, University of Bristol).
- 1474 Office for National Statistics *People who could not speak English well or at all had a lower rate of employment* (2014).
- 1475 Business in the Community *Race to Progress: Breaking Down Barriers* (Based on data collected by Relish Research, June 2011).
- 1476 Business in the Community *Race to Progress: Breaking Down Barriers* (Based on data collected by Relish Research, June 2011) at 22.
- 1477 M Wood and others *A Test for Racial Discrimination in Recruitment Practice in British Cities* (National Centre for Social Research, Department for Work and Pensions Research, Report No 607, 2009).
- 1478 M Wood and others *A Test for Racial Discrimination in Recruitment Practice in British Cities* (National Centre for Social Research, Department for Work and Pensions Research, Report No 607, 2009) at 3.
- 1479 Business in the Community *Race to Progress: Breaking Down Barriers* (Based on data collected by Relish Research, June 2011) at 18.
- 1480 Business in the Community *Race to Progress: Breaking Down Barriers* (Based on data collected by Relish Research, June 2011) at 16.
- 1481 Business in the Community *Race to Progress: Breaking Down Barriers* (Based on data collected by Relish Research, June 2011) at ch 2.
- 1482 Civil Service *Identifying and Removing Barriers to Talented BAME Staff Progression in the Civil Service* (Ethnic Dimension, Research and Consultancy, 2014).
- 1483 Civil Service *Identifying and Removing Barriers to Talented BAME Staff Progression in the Civil Service* (Ethnic Dimension, Research and Consultancy, 2014) at 4 (emphasis added).
- 1484 Green Park *The Green Park Leadership 10,000: A Review of Diversity Amongst The UK's Most Influential Business Leaders* (2014).
- 1485 The FTSE100 is a share index of the 100 companies listed on the London Stock Exchange with the highest market capitalisation.
- 1486 The most ethno-culturally diverse sectors at top 20 level are natural resources and industrials. At the top 100 level, the best performers are telecoms and banking/finance. For ethno-cultural diversity, the least diverse sectors at top 20 level are utilities and engineering, with engineering and transport the least diverse sectors at top 100 level. Professional and support services appear to be relatively non-diverse on every measure.
- 1487 Citizens Advice Bureau "New to New Zealand?" (20 May 2015) <[www.cab.org.nz](http://www.cab.org.nz)>.
- 1488 Citizens Advice Bureau "Advice in your language" (27 March 2015) <[www.cab.org.nz](http://www.cab.org.nz)>.
- 1489 These are (as at 7 September 2015): Amharic, Arabic, Burmese, Cantonese, Dari, Farsi, Filipino, French, Hindi, Japanese, Kirundi, Kiswahili, Korean, Kurdish, Mandarin, Russian, Samoan, Sinhala, Spanish, Taiwanese, Tamil, Urdu and Vietnamese.
- 1490 Canterbury Employers' Chamber of Commerce "Skilled Migrant Business Services" <[www.cecc.org.nz](http://www.cecc.org.nz)>.
- 1491 Canterbury Employers' Chamber of Commerce "Skilled Migrant Business Services" <[www.cecc.org.nz](http://www.cecc.org.nz)>.
- 1492 Auckland Regional Migrant Services "Employment Support" <[www.settlement.org.nz](http://www.settlement.org.nz)>.
- 1493 Auckland Regional Migrant Services "English Language Advisory Service" <[www.settlement.org.nz](http://www.settlement.org.nz)>.
- 1494 Chinese New Settlers Services Trust "Settlement Services for Asian Newcomers" <[www.cnsst.org.nz](http://www.cnsst.org.nz)>.
- 1495 Chinese New Settlers Services Trust <[www.cnsst.org.nz](http://www.cnsst.org.nz)>.
- 1496 New Kiwis <[www.newkiwis.co.nz](http://www.newkiwis.co.nz)>.
- 1497 New Kiwis <[www.newkiwis.co.nz](http://www.newkiwis.co.nz)>.
- 1498 Wellington Employers' Chamber of Commerce "Skilled Newcomers Programme" <[www.wecc.org.nz](http://www.wecc.org.nz)>.
- 1499 Canterbury Employers' Chamber of Commerce "Connecting Canterbury Employers & Newcomers" <[www.cecc.org.nz](http://www.cecc.org.nz)>.

- 1500 See ESOL <[www.esolonline.tki.org.nz](http://www.esolonline.tki.org.nz)>.
- 1501 See Tertiary Education Commission "Intensive Literacy and Numeracy – Targeted ESOL" <[www.tec.govt.nz](http://www.tec.govt.nz)>.
- 1502 See Tertiary Education Commission "Workplace Literacy and Numeracy Fund" <[www.tec.govt.nz](http://www.tec.govt.nz)>.
- 1503 See Tertiary Education Commission "Adult and Community Education" <[www.tec.govt.nz](http://www.tec.govt.nz)>.
- 1504 See Tertiary Education Commission "English for Migrants" <[www.tec.govt.nz](http://www.tec.govt.nz)>.
- 1505 Tertiary Education Commission "Migrant Levy" <[www.tec.govt.nz](http://www.tec.govt.nz)>.
- 1506 Office of Ethnic Communities "Settling In Applicant Guidelines – Sept 2015 (2 September 2015)" <[www.ethniccommunities.govt.nz](http://www.ethniccommunities.govt.nz)>.
- 1507 Office of Ethnic Affairs *Working with Ethnic Diversity: Maximising New Zealand's Economic Potential* (2014) at 5.
- 1508 Office of Ethnic Affairs *Weaving New Zealand's Future* (October 2012) at 19.
- 1509 Office of Ethnic Affairs *A Foot in the Door* (2011) at 11–15.
- 1510 Office of Ethnic Affairs *A Foot in the Door* (2011) at 12.
- 1511 Office of Ethnic Affairs *Riding the Wave* (September 2012).
- 1512 Office of Ethnic Affairs *Working with Ethnic Diversity: Maximising New Zealand's Economic Potential* (2014) at 14.
- 1513 Office of Ethnic Affairs *Working with Ethnic Diversity: Maximising New Zealand's Economic Potential* (2014) at 16.
- 1514 Office of Ethnic Affairs *Weaving New Zealand's Future* (October 2012) at 17.
- 1515 Office of Ethnic Communities See "Language Line" <[www.ethniccommunities.govt.nz](http://www.ethniccommunities.govt.nz)>.
- 1516 Office of Ethnic Affairs *Weaving New Zealand's Future* (October 2012) at 17.
- 1517 These languages were as follows at the time of writing: Dari, Pashto, Arabic, French, Samoan, Spanish, German, Bengali, Nepali, Bosnian, Croatian, Serbian, Portuguese, Bulgarian, Khmer, Mandarin, Cantonese, Cook Islands Māori, Amharic, Hindi, Russian, Gujarati, Punjabi, Tamil, Urdu, Indonesian, Farsi, Assyrian, Kurdish, Japanese, Korean, Lao, Myanmar (Burmese), Niuean, Filipino, Somalian, Sinhalese, Thai, Tokelauan, Tongan, Tuvaluan, Ukrainian and Vietnamese.
- 1518 See Office of Ethnic Communities "EPIC NZ Conference" <[www.ethniccommunities.govt.nz](http://www.ethniccommunities.govt.nz)>.
- 1519 See EPIC NZ <[www.epicnz.co.nz](http://www.epicnz.co.nz)>.
- 1520 Work and Income New Zealand "Migrant employment assistance (MEA)" <[www.workandincome.govt.nz](http://www.workandincome.govt.nz)>.
- 1521 Work and Income New Zealand "Assisting migrants and refugees" <[www.workandincome.govt.nz](http://www.workandincome.govt.nz)>.
- 1522 See Shakti New Zealand <[www.shakti-international.org](http://www.shakti-international.org)>.
- 1523 See Auckland Refugee Council <[www.aucklandrefugeecouncil.org](http://www.aucklandrefugeecouncil.org)>.



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