

From: Phillips, Claire
Sent: Tuesday, 14 February 2017 10:04 a.m.
To: Wolfreys, Lester
Subject: 13 February 2017.docx
Attachments: 13 February 2017.docx

Additional info re Migrant Centre

I am urgently awaiting some dates from Mike re meetings in 2014. He is away today.

13 February 2017

Response to anonymous letter received 10 February 2017 regarding Canterbury Refugee Council and Migrant Centre funding

Firstly I wish to clarify that since being appointed to my role at the Christchurch City Council I have deliberately stepped back from both the Refugee Council and the Migrant Centre due to the potential of a perceived conflict of interest related to previous roles I held working for the Ministry of Social Development and the Department of Internal Affairs and my past dealings with both groups. I do however, remain informed by staff of any issues related to these groups as and when required. This is a fundamental requirement of my role managing public funds.

As Manager in charge of community funding I have maintained a collegial relationship with the Refugee Council and the Migrant Centre as I would be expected to for someone in my position and attend the odd community meeting or forum when invited and able to do so. Primarily the relationship management responsibility lies with the Metropolitan Community Adviser- Multicultural.

Additionally I am held to the same standard of non-bias and professionalism as any other council official and have signed a Council code of conduct that I take very seriously indeed.

It is correct that I was responsible for supporting the establishment of the Refugee Council in 2006, when working for MSD which I was clearly mandated to do. This is common knowledge.

Regarding the following statement by the writer/s

"...I have not seen a record of a declaration of a conflict of interest...."

"Nor witnessed any transparency regarding her role and connections with the refugee, migrant and social service sectors".

I have no conflict of interest and cannot understand how I would be expected to advertise to the Christchurch NGO sector that I do or demonstrate that I don't.

CCC community grant funding assessment and decision-making processes

Funding decisions are made by elected-members. Staff make recommendations based on a set of criteria including whether the application meets

- Council priorities and outcomes
- The organisation can demonstrate financial viability
- Previous record of achievement/reporting
- If a new group, the ability to manage a grant
- A demonstrated need.

Staff assess single applications on a case by case basis and not in conjunction with any other organisation.

During the assessment period it is not uncommon for staff to discuss applications amongst each other as they may have information or knowledge of a group that it is relevant to their application.

Funding Process Timeline

- Preliminary discussions are often held with groups prior to the opening of annual funding as part of ongoing capacity and capability support. Most times groups are known to staff and they have a working relationship with them.
- Funding opens – groups apply online
- Applications are received online and triaged by funding team administrators to appropriate staff for assessment. (All transactions are recorded in Fundforce by staff members including date, time and nature of action).
- During the assessment period staff visit and/or meet with the applicants to better understand their project and undertake due diligence. At these meetings, staff provide advice and guidance to applicants, particularly groups that may find it difficult to navigate the funding process.
- Once all applications are assessed, a staff collaboration meeting is held prior to Council decision making. *At staff collaboration funding meetings I have voiced on a number of occasions that it may be perceived that I have a conflict of interest and therefore did not participate in decisions related to the Migrant Centre/Refugee Council.* Staff collaboration ensures no one person can have influence over funding recommendations. All Community Advisers and Managers are present and it is independently chaired. Staff speak to their application and this can result in changes to final recommendation.

Addressing the writer's allegation that I **amended the Refugee Councils application which resulted in them receiving funding** and the Migrant Centre receiving less, the two issues are completely unrelated.

In response to these allegations, details are as follows.

1 April 2014 - Application received by the Canterbury Refugee Council requesting \$15,000 via online Fundforce portal requesting support for operational expenses. The assessment was assigned by the funding team to George Patena. A new Council employee at the time.

10 April 2014 - Stacey Holbrough helped to prepare the assessment by setting up the Fundforce details for George Patena.

On approx 28 April 2014 - (*Outlook diary records archived*) I met with the Chairperson of the Refugee Council (at his request) to discuss their application. Mr Tani had expressed his concern about previous interactions with Council staff and wished to further discuss his application with me. As we had a new Adviser in this role, I undertook to meet with him. In discussing his application it became clear that they were keen to employ a person who would help them to connect better with their refugee community and support active participation. His application did not clearly state that, therefore my advice to him was to amend his application to better reflect their plans. It was decided to change the title of Operational Costs to Community Activities Coordinator/Rent to better reflect their organisation needs. There was no amending of requested amount.

Please note: Staff provide advice and guidance to applicants regularly, particularly groups that may find it difficult to navigate the funding process.

29 April 2014 - I amended the project title in Fundforce and under the **how much will you do** section also amended to better reflect the project title. This was done with the permission of the applicant. An initial pre-assessment was lodged as \$15,000 (requested amount) as a starter and handed to George Patena who on 28 May 2014 recommended \$10,000.

Please note: It is not unusual to provide support to organisations who need assistance with writing their applications and planning. The Refugee Council had not received funding from Christchurch City Council prior and were unfamiliar with the process. I was keen to ensure they were on a level playing field with others as I would any other group needing support.

At the staff collaboration meeting of (?) Mr Patena's \$10,000 recommendation to Council was upheld.

The fact that the refugee council received \$10k in the same year that the Migrant Centre received less is in no way connected. They are distinctly different services and their projects were not in competition with one another.

Funding of the Migrant Centre

As Manager of the funding team it is also my responsibility to take concerns I hear from staff and funders and related sector seriously and the Migrant Centre has been one such organisation over a period of years that has caused concern.

I have been transparent in my dealings with the Migrant Centre and supportive of their desire to develop and become more sustainable. I participated positively with the funding review undertaken by Joris de Bres.

Over the past few years I have become increasingly concerned and shared this with both the old Manager Rex Gibson and the Manager at the Henry Jaiswal. Henry Jaiswell has now left the employ of the Migrant Centre and I understand there is a grievance of which the Migrant Centre have applied to Council to pay the legal fees for. My concerns about their role in the sector included seeking clarity on whether they were a centre (physical space/landlord) or a competitor/duplicator of service provision. I also was concerned that the building they rented in St Asphah street was not fit for purpose. (See George Patena's notes).

My staff and I have not heard regularly from the Migrant Centre via email, nor have staff received reports, invitations to AGMS's, updates about issues of importance such as their organisation name changes from Christchurch Migrant Centre to Canterbury Migrant Centre. Their move to work in other TLA areas, financial difficulties etc. We have had to ask repeatedly for the outcomes of internal reviews and strategic plans. George Patena as the Multicultural Adviser has also repeatedly requested information or had to proactively seek information that one would expect would be forthcoming to a funder.

The writer alleges that during the 2014/15 funding round the Refugee Council received \$10,000 while the Migrant Centre had \$10,000; 'removed'. This is patently incorrect. Both organisations are different and their applications were assessed independently and on their own merits.

Over the following years, Council funding of the Migrant Centre has reduced due to their performance. Please see background provided by George Patena further related to the Migrant Centre's issues.

Timeline as follows as follows – This was during George's induction and training where I undertook to support with a number of his applications as I was familiar with the agencies.

27 February 2014 - Application received via the Fundforce portal

2 February 2014- George entered a preliminary assessment of \$45,000 (this is common) to

4 April 2014 – George changed name/subject *Migrant, including refugees, settlement services facilitation* to *Migrants, including refugees, services coordination*. *This is common to amend a project title to better reflect the project.*

30 April 2014 - Claire changed the recommendation from \$45,000 to \$55,000 – presumably to allow the conversation to be discussed at collaboration as it was previously a priority 1 group and a complex decision to make.

- *In between 30 April and 28 May staff assessed over 200 applications at a Metro level.*

28 May 2014- George entered \$55,000 to \$5,000 I presume an error and then from \$5,000 to \$45,000.

Seeking date from Mike Pursey re staff collaboration meeting.

Post staff collaboration Nicola Thompson funding administrator amended the priority from 2- 3

At the Metropolitan Funding Committee Workshop Councillors (date being sought) considered the staff recommendation as a Priority 3 and agreed to fund \$45,000- this was in line with other organisations of a similar size and scope. services .

From: Phillips, Claire
Sent: Wednesday, 15 March 2017 1:26 p.m.
To: Wolfreys, Lester
Cc: Patena, George
Subject: Bridging Finance Proposal - Migrant Centre
Attachments: Proposal Bridging Finance CCC.docx

Hi Lester

I am not asking for your decision now.

George Patena and I will consider this proposal and get back to you with our recommendations.

Just want to give you the heads up it is here.

It is surprising that there is still no business plan nor the restructure/review documentation accompanying the proposal. I will ask him for this as it is fundamental to how they will move forward and how CCC might best assist.

Cheers
Claire

From: George Clark [<mailto:chch.migrant@gmail.com>]
Sent: Monday, 13 March 2017 11:14 a.m.
To: Phillips, Claire
Cc: Patena, George
Subject: Bridging Finance Proposal

Hi Claire and George,

As asked I have attached a request for bridging finance for the CCC's consideration. If you require any further information please do not hesitate to contact me. We can enlarge on the detail if that is required. If a business plan is required then we can write that up. As you know from September last year to now our focus has been on the restructure, shifting the business model and physically moving to Community House. Now we are here and settled we have the capacity to review our strategic direction and draw up a business plan to reinforce the change in direction taken with the restructure.

Thank you once again for considering our situation and for given us the time to discuss our circumstances. I look forward to hearing from you.

Regards
GC

George Clark | Managing Trustee
Canterbury Migrants Centre Trust
146 St. Asaph Street
P.O. Box 856, Christchurch 8140

Website: www.migranthub.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.

 Good planets are hard to find - please consider the environment before printing this email.

CAUTION: This small message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient, thank you

CANTERBURY
MIGRANTS CENTRE



TE WHARE TA WAHI
Migrants feeling at home, away from home

Proposal to Christchurch City Council

Request For Bridging Finance

March, 2017

Purpose

This proposal requests bridging finance from the Christchurch City Council (CCC) to support the Canterbury Migrant Centre Trust's (CMCT) wide range of migrant and refugee out-reach programmes in Christchurch. This request is directly related to a 2016/17 funding crisis experienced by the CMCT and detailed below.

Proposal

The CMCT is requesting \$64,000 bridging finance to fund the period from March to July 2017 inclusive (i.e. \$16,000 per month).

The Trust has an acute financial shortfall and has recently reduced expenditure by several means including:

- restructuring our staffing and reducing administration costs
- disestablishing the General Manager position and activating direct board oversight
- discontinuing the 'One -Stop-Shop" model of delivery
- consolidating our successful and low cost 'Out-Reach Services' model of delivery
- reducing rental expenditure by moving from commercial CBD premises (lease terminated February 28, 2017) to the Christchurch Community House facility.

These changes have reduced to \$19,000 the monthly operating costs creating a monthly saving of \$6,000. The difference between the \$16,000 monthly request and total running costs is made up by income generated from advertising from our social initiative, The Migrant Times.

Funding Crisis Background

This request has originated from an acute funding crisis related to several of our regular contributing funders notifying an income short fall in 2016 and announcing reductions in general funding due to the reducing income. The reduction in funding also coincided with the failure of the CMCT's application to the CCC Strengthening Community Fund in 2016. The critical impacts were the reduction of the following grants all occurring in the same year:

- A Rata Foundation \$40,000 application on par with previous years however the foundation described their reduced income from interest on investments in 2016 and therefore approved a reduced grant of \$20,000.
- The Tindall Foundation expressed a similar reason for reduced funding and approved \$20,000 for each of 2016 and 2017 compared to the foundations normal support of \$40,000 per year.

- A two year Lotteries application for 2016 and 2017 was initially supported at just over \$75,000 per year but was only finally approved for the 2016 calendar year.
- Our annual application to CCC Strengthening Communities Fund has in recent years provided \$30,000 to \$40,000 to the CMCT but totally failed in 2016 due to a weak application and a breakdown in communication between the then CMCT General Manager and CCC Community Advisors.
- The Todd Foundation has a policy of only approving funding to the same organisation two of every three years, 2016 being the third year in this case. An application has been made to the Todd foundation in early 2017 and will be considered later in 2017.

New funding applications will be made as they become available in 2017 however most funds from successful applications will not be available until after June 2017 which means that the CMCT has a four month shortfall period largely related to application timing sequences. All funders have expressed support for the work of the CMCT.

Organisational Restructure and Background

While the CMCT has restructured operations partly as a response to the 2016 funding crisis, the restructure is also a response to the high and increasing cost of central business district (CBD) lease agreements and to a perceived need to deliver a more effective model of operation (Out-Reach-Services) for migrant clients.

The CMCT began as a new organisation in August 2010 after the closure of the previous Christchurch Refugee and Migrant Centre in March 2010. There was a need in the city for an entity that provided social, economic, civic and community information, co-ordination and practical service support to new migrants and refugees making Christchurch their new home.

These needs were massively intensified by the earthquakes of September 2010 and February 2011. It was during the period of the earthquake emergency and recovery that the new CMCT quickly built strong networks and connections with migrant and refugee communities and consolidated the role of the new centre in Christchurch.

From 2011 to early 2015 the CMCT evolved a 'One Stop Shop' model of operation by hosting an array of migrant and refugee service agents and sub-tenants at the centre including:

- Pegasus Health Migrant Counselling Service
- Interpreting Canterbury
- Ministry of Social Development Settling In function for Canterbury (Now part of Office of Ethnic Communities)
- The Canterbury Refugee Council (Now Canterbury Refugee Resource and Resettlement Centre).
- 'Office in a Box' facilities (hosting up to 15 different migrant groups or organisation at a time)
- Secretarial, facilitation and administrative support for the Inter-Agency Network (now the Inform meeting administered by the CCC)
- On site hosting and collaboration with Philippine Culture and Sport to provide a comprehensive support service to Filipino rebuild construction workers.

Throughout this period the Centre also delivered on a range of services including:

- A successful 'Migrant Hub' website and face book page providing information and direct contact to thousands of migrant and refugee clients as well as other residents
- Earthquake recovery services and information
- An annual series of evening and weekend Capacity Building and Leadership Seminars each year based on client identified needs
- Permanent reception, office and meeting facilities for migrant and refugee communities and groups
- Provision of planning, facilitation and support services for community events, initiatives, projects and activities (e.g. Soul of Africa events, Chinese New Year Celebrations, Development of the Homelands show)
- A Filipino Rebuild Workers Service engaging with rebuild workers, employers, recruiters, immigration agents and social service agencies
- Weekly activity based 'Outreach' recovery sessions for low or no English language migrants delivered from venues close to where people lived (initially Chinese, Korean and Japanese Communities engaged in Chinese Dancing, Tai chi, Yoga, Zumba, Mother and Babies groups and others)

It became clear in 2016 that the activity based out-reach services, initially began as a response to earthquake recovery, was an effective operational model for engagement with most migrant clients. The Out-Reach model of delivery engaged with people in a way that was accessible, participatory, communal, enjoyable and healthy. This model of operation also allowed services to be delivered close to where people lived, did not rely on language skills and drew people together in a supportive participatory way to activities of interest and need.

The Out-Reach model builds connections and community resilience and allows other services to be integrated into the model depending on need (E.G. conversational English tutoring, health promotion, civic/social information updates, event promotion)

The restructure decision in September 2016 saw the move to an Out-Reach model of operation and discontinuance of the original One-Stop-Shop CBD model of operation. This change reduced management and administration associated with sub-tenants and multi-office premises, did not require CBD premises and resulted in a move to open plan office space at Christchurch Community House.

Current Operations

The CMCT officially began operations from new Christchurch Community House (CCH) premises on 1st March 2017. From these premise the CMCT has maintained the Out-Reach services described above with an attendance of up to 300 people a week attending activity based sessions in up to 10 different locations across the city with waiting lists in many locations. Demand for new sessions at new locations exists in Hallswell and an expansion of existing sessions is planned in Riccarton/Ilam. There has also been enquiry for services from Aranui.

The CMCT also delivers the following services and initiatives from the Christchurch Community House facilities:

- The Migrant Times newspaper - a fortnightly 16 page print publication of migrant and refugee news. 5000 copies are published fortnightly and delivered through libraries, supermarkets, cafes, community providers, business premises, migrant associations, government agencies and other community outlets. The Migrant Times website also publishes full video versions of summarised interviews featured in the print publication and updates articles post publication. This initiative was begun as a social enterprise in June 2016, employs a full time professional journalist/editor and two volunteer migrant journalists. The Migrant Times is now generating between \$3000 and \$4000 monthly income from advertising. The website attracts over 10,000 hits monthly mostly from migrant readers.
- A monthly 'Health, Food and Cultural Values of Migrant Communities' cooking initiative invites the public to sample two recipes selected by a different ethnic group each month. This monthly initiative hosts up to 40 people per session and demonstrates and coaches people how to cook the recipes. Important cultural features inherent in the dishes are explained and discussion is generated around cultural values. The session is fully booked each month and always has a wide cross section of people attending and sharing cultural values and experience. The programme is becoming an important cross cultural activity in which people from all cultures can participate and learn. The programme is a CMCT initiative run in collaboration with Hagley Community College using their commercial kitchen.
- The Filipino Rebuild Workers Support Service. This service delivered in collaboration with the Philippine Culture and Sport Association began in 2011 to support Filipino rebuild workers and is now expanding to support all migrant workers coming to work in Christchurch and Canterbury on short and long term visas.
- An active Migrant Hub website provides general information regarding services available to migrants in Christchurch such as education, legal, health and social services with links to many other allied web sites.
- The CMCT maintains a well-supported face book page updated daily and attracting 9,500 hits per month and growing.
- A Capacity Building and Leadership programme delivered through a series of community identified seminars usually timed to take place in the evening or during weekends so that working migrants can participate. This successful programme is now going into it's 5th year with support from the Tindall and Todd foundations. The seminar series usually runs from late autumn to late spring each year. \$20,000 from the Tindall Foundation that has been approved for this programme will be available in July/August 2017.
- CMCT staff attend and support , at the direct invitation of the CCC, every Citizenship Ceremony hosted by the CCC
- The CMCT also hosts and facilitates delegations visiting the city. E.G the Gungzhoe Municipality Migrant Service with whom we have formed a formal Memorandum of Understanding
- CMCT maintains a Chinese Square Dancing Performance Group of 15 to 20 dancers, drawn from participants of the Out-Reach Programme, that perform at various celebrations around the city including the CMCT organised Homelands Show and also Culture Galore, Chinese New Year celebrations and other festivities on request.

Financial Position

The CMCT is currently funding operations from our Kiwi Bank current account and reserves. These funds are not sufficient to sustain the centre beyond the end of March early April 2017. A recent account statement has been associated with this proposal as appendix One. A set of audited accounts is also available on request.

Conclusion

The CMCT has built a huge supporting network of migrant and refugee clients reaching into most communities in Christchurch in the six years that it has been operating. This support is growing and is enhanced by the positive change in operating mode and the demand for current services that are building connections and participation across the city. However the timing of the funding shortage has meant that the organisation needs bridging finance through to July 2017 to sustain operations beyond that date.

Appendix One

Kiwi Bank Statement of Accounts

The screenshot shows the Kiwi Bank online accounts interface. At the top, there is a navigation bar with the Kiwi Bank logo and several menu items: Accounts, Pay & transfer, Apply & open, Aimee, and Settings. A 'Logout' button is also visible. Below the navigation bar, the main content area is titled 'Accounts' and includes a 'Rename accounts' link. The 'Your accounts' section features a table with the following data:

Account	Account number	Account name	Balance	Available balance
Now-00	38-9010-0817023-00	CANTERBURY MIGRANTS CENTR...	\$14,526.90	\$14,526.90
VISA DEBIT	38-9010-0817023-04	CANTERBURY MIGRANTS CENTR...	\$737.21	\$737.21
THE MIGRANT TIMES	38-9010-0817023-05	CANTERBURY MIGRANTS CENTR...	\$3,029.67	\$3,029.67
Notice Saver (32 Days)-02	38-9010-0817023-02	CANTERBURY MIGRANTS CENTR...	\$45,409.84	\$39,409.84
Your totals			\$63,703.62	\$57,703.62

Below the table, there is a section for 'Payments and transfers in the next 7 days' with a 'View all' link. A message states: 'You have no scheduled payments or transfers (excluding direct debits) from your accounts in the next seven days. View all upcoming payments and transfers'. On the right side, there is a sidebar with 'My Quicklinks' (Statement vault, Calculator, My notes) and 'Security Information' (Last login: 06 Mar 17 (3:51 p.m.), KeepSafe, Internet banking guarantee, Staying safe online). At the bottom left, there is a promotional banner for the Kiwi Wealth KiwiSaver account, with a link to 'Transfer to the Kiwi Wealth KiwiSaver Scheme'.

From: Patena, George
Sent: Thursday, 29 September 2016 12:24 p.m.
To: Phillips, Claire
Subject: Canterbury Migrant Centre Trust - Review briefing.docx

Kia ora Claire, attached is the brief regarding the review. I hope to gather more detail for the 2nd part of the brief (outcomes of review)

Thank you

George



Canterbury
Migrant Centre ...

Briefing Note

To: Claire Phillips

From: George Patena, Community Development Advisor

Date: 25 August 2016

Re: Canterbury Migrant Centre Trust – Review proposal and background

Review of Canterbury Migrant Centre Trust

Introduction

On 25 July 2016 The Board of Trustees (the Board) of the Canterbury Migrant Centre Trust authorised the Chair to review the Canterbury Migrant Centre (The Centre). The terms of the review were:

- Identifying the effectiveness of current roles and operations, communication and the ideas of staff regarding future directions.
- Evaluating the effectiveness of current operations and the allocation of resources.
- Compiling a summary report with recommendations.

Details of the review and the resulting proposal for change was endorsed by the Board on 12 August 2016.

Review Context

Several critical factors led to the Board authorising the report. Factors included:

1. A reducing level of funding from core funders in the near future has been communicated.
2. The high cost of current accommodation.
3. The recent impact of the publication of a new project, The Migrant Times.
4. The recent change of operational focus from Christchurch to include all of Canterbury.
5. The continuing need to respond to the expectations of clients, partners and stakeholders.

The review considered the impact of these factors alongside an evaluation of current operational modes of delivery and resource allocation to identify sustainable future models of operation.

Methodology

The review adopted a transformative methodology to evaluate the various operating roles and operations of the Centre. The review assessed the requisite nature of roles and operations, individually or jointly, in relation to the stated aims and future directions expressed by the Trust. Role and operational evaluations were viewed as a point in time assessment.

The review took the form of an initial briefing with all staff to set the context and discuss the Terms of Reference. Individual interviews followed to seek the views of all staff on the effectiveness of current roles and operations, internal and external communication and their ideas for future directions. Though specified in the Terms of Reference, assessment of inter-personal relationships was not sort.

The allocation of financial resources was assessed as a whole rather than for each operational element. This feature of the review is particularly influenced by the serious financial pressures facing all operations governed by the Trust. Within that financial overview the influence of individual roles, operational costs and other financial commitments were assessed against overall organisational goals and the financial implications on the whole budget.

Roles and the 'One Stop Shop'

The Centre employs four full time (35 to 40 hours per week) and two part-time staff. The designated roles are:

- General Manager (reporting to the Board) responsible for the overall management of staff and operations of the Centre.
- Case Manager (reporting to the General Manager) responsible for outreach programmes delivered in several off site venues across Christchurch and the organisation of several annual community events. This role also actions and approves accounts payments prepared by the accounts clerk.
- Community Liaison Manager (reporting to the General Manager) responsible for community leadership programmes and seminars; maintenance of the website; and the organisation of several annual community events. This role is also providing advertising and sales support to The Migrant Times. The incumbent in this position is operating without a signed employment contract.
- Accounts Clerk and Reception position (reporting to the General Manager) and responsible for maintaining financial information, accounts administration, office records and client reception.
- Filipino Information Service Co-ordinator, a part time position of 10 hours per week (reporting to the General Manager) in collaboration with a local Philippines Cultural and Sport organisation.
- One part time cleaner reporting to the General Manager.

Since the inception of the Centre in August 2010 these roles were organised under the 'One Stop Shop' concept for migrants seeking multiple service options, information and informed off-site referral from the one central city site. The 'One Stop Shop' concept functioned well from February 2011, through the period of the earthquake emergency and recovery. It provided a place to focus and co-ordinate migrant issues and services when buildings and meeting places were in short supply. The concept included renting space to agencies and organisations that provided social and health services to migrant communities. Centre tenants originally included:

- Ministry of Social Development(MSD) Settling In Service
- Pegasus Health Migrant Counselling Service
- Canterbury Refugee Council (CRC)
- Interpreting Canterbury
- Philippine Culture and Sport
- The Citizens Advice Bureau(CAB) – for a short time last year

These independent services sub-let office and meeting space from the Centre and delivered their services as part of the 'One Stop Shop' approach. As part of the 'One Stop Shop' short term

administrative desk space and free/low cost meeting facilities were offered and were regularly used by migrant community groups and organisations.

This model served the client base well and required a General Manager to keep oversight and coordination of all activities. The Christchurch post-earthquake recovery has seen several tenants find alternative accommodation as it has become available and the number of community groups using desk and meeting facilities has declined. There has been a gradual reduction in tenants and migrant client visits.

Review Findings

Reception

It has been reported that daily client numbers visiting the Centre offices have been decreasing for the past 12 months with a notable decrease in the number of after work hours seminars and activities. Daily figures record an average of 25 to 30 combined visits/phone calls to the centre reception.

Community Liaison Position

The 'Community Leadership' seminars that have formed a successful part of the Centre's programmes over the last three years, have not been running for several months due to funding shortfalls. This has also contributed to declining visitor numbers. The seminar funder has recently indicated their final commitment will be in September 2016. Regaining the impetus for this programme may be difficult.

Case Manager Position

The 'Community Outreach' programmes that offer activities or meet needs in localities close to where clients live were acknowledged by all staff to be a very successful model. The programmes proved to be a very credible way to ensure individual migrants and former refugees do not become isolated and offers benefits with issues related to English as a second language. The programmes operate mainly out of several low cost/no cost venues each week in various locations across Christchurch often in collaboration with another agency. E.G. Plunket for migrant mothers and babies with an English language tutor. Other classes combine practicing conversational English with Zumba, Tai Chi, Yoga or Square Dancing. These classes are well attended with lists of people wanting to join. Only one 'Women's Wellbeing' class operates weekly from the Centre. New classes for older people are being planned with a more arts/calligraphy/craft focus. Current activities average 25 to 30 attendees each. In any week up to 10 individual classes can take place. The 'Out Reach Programme' is well supported by migrant communities, Christchurch City Council, a mix of participants from a wide range of nationalities and several English language tutors and language organisations. Enquiries of interest for the delivery of this programme have been received from the wider Canterbury area (for example Waimakariri District Council).

Filipino Service

The Filipino Information Service is based at the Centre's site. Clients make contact directly with the Service through a separate entrance rather than through the Centre reception. The Filipino service is well established as a key point of contact, information and co-ordination for the Filipino rebuild workforce and for resident Filipino migrants. The service also provides evening information seminars for rebuild workers that bring together immigration services, recruitment services, embassy officials, employers and rebuild workers to address mutually important issues and information. Many of these seminars are held in the Centre's meeting room at no cost. This service operates with one part time employee (10 hours per week) in collaboration with the Philippines Culture and Sport organisation. The service has a well organised and supported volunteer programme that enables the maintenance of low cost services. The Filipino volunteer programme has placed several volunteers into permanent paid employment and is well supported by the community. The Filipino Information Service is also

well supported by stakeholders such as the Office of Ethnic Communities, the Christchurch City Council, The Immigration Service and the Filipino Embassy.

The 'Migrant Times'

The 'Migrant Times' fortnightly newspaper is a new initiative that began in June 2016. The paper began as a social enterprise with the intention to be self-sustaining within five to six months of the initial publication. The newspaper is supported by a website that posts extended articles, videos of interviews, information and advertising. The public and community response to the first three publications has been extremely encouraging. Initial planning of this initiative was incomplete and inaccurate. Predictions of advertising revenue presented to the Board were double that of the actual income. The Centre has covered the budget shortfall to date. One staff member (Community Liaison Manager) was allocated part time to focus on securing additional advertising. This has resulted in increased advertising and it is expected the two August 2016 issues will break even and generate a small excess of cash to assist the earlier deficit.

A risk for the Centre is the gap between advertising secured and the period until income is received. The Centre must carry the cash shortfall in the interim. The 'Migrant Times' is written by a professional journalist who edits and writes the publication on an unpaid voluntary basis (at this stage) in agreement with the Trust board. To maintain the effort and standards so far achieved advertising income and sponsorship will need to increase further to provide sufficient funding for a paid position of Editor. Maintaining the services of the current Editor is another risk for this enterprise that needs to be addressed. A full feasibility assessment is required before this initiative can be permanently integrated into the Centre's operations.

Assessment of Current Financial Position

Funding and Finance

It is apparent that the centre does not currently have sufficient focus on funding applications to deliver adequate funding. The structure does also not support the effective integration of financial planning with operational delivery.

The recent financial statement (supplied by the Centre's Accountant and available separately) identifies a \$13,325 deficit for the month of July 2016. The monthly projections of income and expenditure made, through to the end of the financial year (March 2017), predict a deficit of \$48,650. Clearly the Centre cannot sustain a deficit of this magnitude.

The major expenditure items identified in this reporting period are made up of salaries, rent and projected 'Migrant Times' costs.

Major Expenditure Items	-	\$
Salaries from July to March	-	198,919
Office Rental	-	71,772
Projected newspaper costs	-	<u>23,426</u> (Expenditure of \$34,436 minus \$11,010 budgeted income)
Total	-	294,117

*Information supplied by Board.

Salaries and rentals are fixed costs and are the main contributing factors to the deficit. The expenditure associated with the new 'Migrant Times' initiative has caused concern within the staff and Board members and these are examined below. The other contributing factor to the deficit is a reduction in funding from core funders and the failure of two recent applications designed to support the 'Migrant Times, setup.

In the Centre's financial statement the 'Migrant Times' expenditure has been spread sheeted monthly at \$3,500 against a projected monthly income of \$1000 through to March 2017. This income figure does not take into account the expected increase in advertising revenue. The increase in secured advertising in August will yield a minimum income of \$3,800 with almost all this committed for between three to twelve months. It is clear this rise in income makes the 'Migrant Times' sustainable through to the reporting period to March 2017. This initiative will not be in deficit by December 2016. Over the next seven months of the financial year the newspaper should be in the position to progressively reimburse initial set up costs covered by the Trust. A contract for services to the Editor should be possible when income from advertising rises to between \$5,000 and \$6,000 monthly.

Operating Models

The review indicate that the 'One Stop Shop' model of operation is increasingly inappropriate. Review findings show it is a model that is declining in support by migrant clients and agencies. Furthermore the recent change of name from Christchurch Migrant Centre Trust to Canterbury Migrant Centre Trust presupposes out-reach services within and beyond Christchurch.

Clearly the 'One Stop Shop' concept worked well immediately after the February 2011 earthquake. The migrant coordination work load with communities and agencies grew during that period and was a key part of the earthquake recovery phase. At that time the commitment to rental accommodation and the current staffing structure was appropriate to the time and the environment and was supported by funders and stakeholders.

The decrease of on-site 'One Stop Shop' services/agencies from the Centre and the reducing number of face-to-face contacts are strong indicators for change. These indicators are also reinforced by incremental but persistent funding reductions particularly from previously considered core funders (for example the Rata Foundation). The Centre's successful operations supported by communities, clients and stakeholders are the Out-Reach programmes and services, the Filipino Information Service and the 'Migrant Times'. The Out-Reach Programme, the Filipino Information Service and The Migrant Times are efficient and effective operations that are easily integrated and managed and are essentially low cost delivery options. These are key factors attractive to funders.

Proposed new structure

The urgent need to address the increasing budget deficit requires a change in structure and focus.

It is proposed that four functional areas of operation form the basis of operations going forward. These are the functions of 'Out-Reach' Programmes, Migrant Information Services (as delivered by the Filipino Information Service), Communication Support Services and the 'Migrant Times'. Each of these functions should be self-managing, operating at the Coordinator level and reporting to the Board. By adopting such a model of delivery the Centre will no longer require general management oversight or a full time position of Administrator/Receptionist.

Therefore, the review proposes the following:

- Disestablishment of the position of General Manager. Disestablishment of this position will release a minimum of \$50,000 from the budget annually (not including Kiwi Saver payments)

- Reduce the hours of the Office Administrator/Reception position to 20 hours per week. The change in hours will release a minimum of \$ 21,840 from the budget annually (not including Kiwi Saver payments)
- Reduce the hours of the Community Liaison Manager position to 25 hours per week. Position retains common functions such as website and Facebook management and Community Liaison. The focus of the role will be continued support to the 'Migrant Times' and coordinating the digital communications to clients, staff and the 'Migrant Times'. This change of hours represents an annual saving of \$12,480 per year to the Centre.
- Retain the position of Case Manager with a change of title to 'Out-Reach' Coordinator at current tenure and pay rate.
- Retain the part-time position supporting the Filipino Information Service with no change. This function has the potential for development in the future.

It is proposed that all positions shall have a responsibility for reception enquiries and phone calls. All positions will report to the Board. The proposed changes should take place over the next two months.

The Board will establish a funding committee to focus on funding applications.

Ideally the required office space will reduce to a smaller open plan office space. Timing for any change in accommodation will depend on negotiation with the current landlord.

Financial Savings

If the proposed changes were to proceed savings can be made in the annual budget of up to \$72,980. The budget savings identified translate across the remainder of this year's Financial Statement as follows:

Salaries Savings November to March 2017

Savings November/March	-	31,110 (disestablished GM /Admin positions)
Savings November/March	-	6,240 (Community Liaison Manager change)
Total Salary Saving	-	37,350
Adjusted Budget Shortfall March 2017	-	(11,290) Aug. projected shortfall \$48,650

*Information supplied by Board.

Further budget savings can be made over time by sub-letting vacant offices on a short term basis until new premises are secured and the rental commitment is reduced. The Board members can oversee functional gaps until the financial statement is in balance.

Feedback Process Timeline

17 August 2016 - Proposal communicated to affected staff.

25 August 2016 - Feedback/comments to Board.

31 August 2016 - New structure confirmed and communicated to staff

*Information supplied by Board.

Prepared by:

George Patena

Contribution from George Clark (Chairperson Canterbury Migrant Centre Trust).

From: Phillips, Claire
Sent: Tuesday, 23 May 2017 1:37 p.m.
To: Patena, George
Subject: Confidential

Hi George

Just had a meeting with a George Clark who informed me that they have decided to wind up the migrant centre. He will manage the Comms about this but we will need to inform Lianne and Lester Jimmy and the sub committee etc. I'll talk to you tomorrow about how we might go about that. I have offered him help and support for what they might do with the migrant times and Janes programme. Talk soon Cheers Claire

Sent from my iPhone

From: Deborah Lam <[REDACTED]>
Sent: Friday, 16 October 2015 1:41 p.m.
To: Phillips, Claire; 'Jude Ryan-O'Dea'
Subject: from deb look what the migrant centre is doing?

From: Andrew Doughty
Sent: Friday, 16 October 2015 1:28 p.m.
To: Deborah Lam; Candy Wu Zhang
Subject: RE: English Tuition and Career Service

Not sure of the official term myself – however am guessing in the context of this email it is those newcomers who are non-residents, but wish to become a resident, perhaps are going through the application process??

From: Deborah Lam
Sent: Friday, 16 October 2015 1:23 p.m.
To: Candy Wu Zhang; Andrew Doughty
Subject: FW: English Tuition and Career Service

Whats a pre-resident?

From: Ethnic Communities
Sent: Monday, 28 September 2015 4:33 p.m.
To: OEC
Subject: FW: English Tuition and Career Service

From: CHCH Migrants Centre [[mailto:\[REDACTED\]@cmctrust.org.nz@mail75.atl11.rsgsv.net](mailto:[REDACTED]@cmctrust.org.nz@mail75.atl11.rsgsv.net)] On Behalf Of CHCH Migrants Centre
Sent: Monday, 28 September 2015 2:00 p.m.
To: Ethnic Communities
Subject: English Tuition and Career Service

HECS - English Tuition and Career Service

[View this email in your browser](#)

Horizons English and Career Services (HECS) have partnered with Christchurch Migrant Centre Trust (CMCT) in the provision of English Language proficiency tuition and Career Advice for NZ pre-residents.



Horizons English and Career Services (HECS) have partnered with Christchurch Migrant Centre Trust (CMCT) in the provision of English Language proficiency tuition and Career Advice for NZ pre-residents.

HECS will deliver these services via CELTA trained and certified tutors (Career Advice can also be accessed by arrangement)

All English language participants will be required to undertake a complimentary English Language assessment to determine the levels of proficiency in speaking, reading, listening and writing.

HECS will provide suitable ESL programmes and all participants who complete a course will be given an ESL Certificate of Achievement.

Prospective students will be required to complete a Complimentary Pre - Course Assessment.

Group rates per person per class will be \$30 per student per class.

Discounts will be offered to students who elect to pay in advance for the 9 actual classes offered in 2015.

Class numbers will be limited to 12 persons per level with two levels operating for each morning and evening class session, with a minimum class size of 6 students per class.

Please register your interest:

Call: 0800 000 721

Text: 021 308 714

Email: info.hecs.nz@gmail.com

The tuition schedule will be October 1 and 8 10am and 7pm Complimentary Pre-course Assessments.

October 15 10am and 7pm classes commence

December 10 2015 10am and 7pm 2015 classes conclude

January TBA 2016 new classes will commence.

9 Penbury Street, Sydenham 8023 Christchurch



This email was sent to ethnic.affairs@dia.govt.nz

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Christchurch Migrants Centre - Te Whare Ta Wahi · 166 St Asaph St · CBD · Christchurch, Canterbury 8140 · New Zealand

MailChimp

The following table provides a snap shot of the Canterbury Migrants Centre Trust (formerly Christchurch Migrants Centre Trust) funding applications, outcome and funds allocated (Funding rounds 2010 to 2016/17).

Funding Request	Funding Pool	Name/Subject	Status	Requested Amount	Granted Amt	Paid Amount	Owner	Date Opened
<u>00055952</u>	<u>(Current) 2016/17 DRF Metropolitan</u>	<u>CMC Restructure Project</u>	2 - Assessment	\$12,525	\$0.00	\$0.00	<u>George Patena</u>	13/12/2016
<u>00055104</u>	<u>2016/17 SGF Metropolitan</u>	<u>The Migrant Times</u>	4 - Monitor	\$5,000	\$4,500.00	\$4,500.00	<u>Ester Vallero</u>	28/04/2016
<u>00054881</u>	<u>2016/17 SCF Metropolitan</u>	<u>Migrants Settlement Services Facilitation</u>	5 - Closed - Declined	\$115,500	\$0.00	\$0.00	<u>George Patena</u>	22/04/2016
<u>00053580</u>	<u>2015/16 SCF Metropolitan</u>	<u>Migrants, Including Refugee, Settlement Services Facilitation</u>	4 - Monitor	\$111,800	\$35,000.00	\$35,000.00	<u>George Patena</u>	27/05/2015
<u>00052926</u>	<u>2014/15 DRF Metropolitan</u>	<u>Chinese Lunar New Year Festival</u>	5 - Closed - Completed	\$2,200	\$1,700.00	\$1,700.00	<u>George Patena</u>	29/10/2014
<u>00052342</u>	<u>2014/15 SGF Metropolitan</u>	<u>Global Football Festival</u>	5 - Closed - Completed	\$4,080	\$4,000.00	\$4,000.00	<u>George Patena</u>	27/05/2014
<u>00051567</u>	<u>2014/15 SCF Metropolitan</u>	<u>Migrants, Including Refugees, Services Coordination</u>	5 - Closed - Completed	\$111,450	\$45,000.00	\$45,000.00	<u>George Patena</u>	27/02/2014
<u>00051308</u>	<u>2013/14 DRF Metropolitan</u>	<u>Soul of Africa Cultural Celebration</u>	5 - Closed - Completed	\$6,300	\$2,000.00	\$2,000.00	<u>Jenni Marceau</u>	6/09/2013
<u>00045615</u>	<u>2013/14 SGF Metropolitan</u>	<u>Establishing an Office and Communication Systems for the Russia-New Zealand Regional Business Council (Canterbury) Trust</u>	5 - Closed - Declined	\$4,613	\$0.00	\$0.00	<u>Jenni Marceau</u>	27/05/2013
<u>00045012</u>	<u>2013/14 SCF Metropolitan</u>	<u>Migrant, including Refugee, Settlement Services Coordination</u>	5 - Closed - Completed	\$95,150	\$55,000.00	\$55,000.00	<u>Jenni Marceau</u>	25/03/2013
<u>00034914</u>	<u>2012/13 SCF Metropolitan</u>	<u>Migrant, including refugee, services coordination</u>	5 - Closed - Completed	\$97,475	\$55,000.00	\$55,000.00	<u>Jenni Marceau</u>	20/03/2012
<u>00032876</u>	<u>2011/12 SCF Metropolitan</u>	<u>Migrants, including refugees, services coordination</u>	5 - Closed - Completed	\$87,250	\$55,000.00	\$55,000.00	<u>Jenni Marceau</u>	17/03/2011
<u>00029965</u>	<u>2010/11 DRF Metropolitan</u>	<u>Establishment of a Christchurch Migrants Centre</u>	5 - Closed - Completed	\$55,000	\$55,000.00	\$55,000.00	<u>Liz Gaulofa</u>	27/08/2010

From: Phillips, Claire
Sent: Friday, 14 July 2017 3:31 p.m.
To: Ritchie, Jocelyn
Subject: FW: media response -MIGRANT CENTRE

Hi Joss
Response re media request for migrant centre
Cheers
claire

[Claire Phillips](#)
Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street
DDI: [REDACTED]
email: [REDACTED]

Everyone's Christchurch
Placing community at the heart of Council activity

From: Wolfreys, Lester
Sent: Friday, 14 July 2017 3:30 p.m.
To: Phillips, Claire <[REDACTED]>
Subject: RE: media response -MIGRANT CENTRE

Thanks is the answer that...

"Insufficient information was provided with original information. Further information was therefore requested to support the application."

Lester Wolfreys

Head of Community Support, Governance & Partnerships Unit
Customer & Community Group

DDI: [REDACTED]
Fax: [REDACTED]
Cell: [REDACTED]
Web: www.ccc.govt.nz

Christchurch City Council
53 Hereford Street, Christchurch, 8011
PO Box 73016, Christchurch, 8154

Everyone's Christchurch
Placing community at the heart of Council activity

From: Phillips, Claire
Sent: Friday, 14 July 2017 9:46 a.m.
To: Wolfreys, Lester <[REDACTED]>
Subject: media response -MIGRANT CENTRE

Hi Lester

There were 2 applications made by this group to the 2016/17 Metropolitan DRF.

55952 requesting \$12,525 for CMC Restructure was declined

Staff recommendation was *This project is recommended as a priority four due to insufficient information and evidence regarding the costs requested being provided by the applicant in application and on request from Advisor*

56144 requesting \$46,000 was received on 31/03 again with none of the necessary attachments. These were requested for the first time on 3/04 and it is my understanding that when received were not satisfactory and further requests were made by the Advisor.

At the time of application the balance of the DRF was \$10,728.

The application was for emergency funding specifically for the period April to July 2017 so part of the discussion with the group was around if they wished to proceed with the application knowing the fund would have probably been exhausted by the time it was heard at Council or if they were able to survive until the 2017/18 round opened.

[Claire Phillips](#)
Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street
DDI: [REDACTED]
email: [REDACTED]

Everyone's Christchurch

Placing community at the heart of Council activity

From: Ritchie, Jocelyn
Sent: Thursday, 13 July 2017 4:16 p.m.
To: Wolfreys, Lester <[REDACTED]>
Subject: FW: George Patena

Hi Lester

How would you like to respond to the enquiry below?

Joss

From: Anan Zaki [<mailto:ananzaki@outlook.com>]
Sent: Thursday, 13 July 2017 4:15 p.m.
To: Ritchie, Jocelyn
Subject: Re: George Patena

Can you please forward to Lester Wolfreys;

Archna Tandon, Chair of the Migrant Centre told me that Council asked to withdraw the application for funding and then returned with a lower offer.

What is your response to that allegation?

Anan Zaki

From: Patena, George
Sent: Wednesday, 13 July 2016 1:22 p.m.
To: Phillips, Claire
Subject: FW: Migrant Centre(s) Nationwide [UNCLASSIFIED]
Attachments: new delivery model for settlement information.pptx; Settlement Information Delivery Model.docx

FYI

-----Original Message-----

From: Judi Altinkaya [redacted]
Sent: Wednesday, 13 July 2016 12:30 p.m.
To: Patena, George
Subject: RE: Migrant Centre(s) Nationwide [UNCLASSIFIED]

Kia ora George

Further to our conversation this morning, I attach the following information:

1. the Settlement Information Delivery Model for new migrants (Word doc and powerpoint visual). Of note, Immigration New Zealand contacts every new migrant and informs them about where they can go to find the information they need for living and working here in New Zealand.
2. the proceedings of the Settlement Summit can be located here:
<https://www.immigration.govt.nz/about-us/what-we-do/our-strategies-and-projects/settlement-strategy/settlement-summit-2016>
Have a look at Professor Colleen Ward's presentation on page 23 about cultural competence and the following feature is about what the health sector has achieved in the cultural competence field through the work of the Waitemata Health Board. To see full presentations, there is a link on page 1.

I omitted to mention that it is important to be aware of the fact that, in my experience, Migrant Centres (and Multicultural Associations) tend to get focused on the issues of temporary migrants primarily. While this can be helpful (for example: in instances where vulnerable workers are exploited) it is usually in the context of seeking employment and visa extensions. Under Immigration policy, temporary is temporary, and if such migrants do not have work they need to return to their country rather than use settlement services to remain here.

Of interest, I have had a quick look at the 2015/16 data for use of the CAB face to face service - a total of 5293 new migrants sought face to face assistance from CAB - and the number for the Canterbury region is 587. To me that seems very low, in comparison with places like Wellington. Perhaps everyone is too hard out working in your region??

The CAB first language call-line received 16,038 inquiries nationwide - sorry, don't have a regional breakdown.

I haven't got the Immigration Contact Centre queries number at hand. We take another month to pull together our reporting.

Best of luck with you deliberations.

Regards
Judi

Judi Altinkaya
NATIONAL MANAGER SETTLEMENT
Settlement Unit, Immigration NZ
Ministry of Business, Innovation & Employment [redacted] Wellington, New Zealand

-----Original Message-----

From: Patena, George [mailto:[redacted]]
Sent: Monday, 11 July 2016 9:37 a.m.
To: Judi Altinkaya
Subject: Migrant Centre(s) Nationwide

Kia Ora Judi,

Claire Phillips (Manager Metro team, Christchurch City Council) has passed me your details as I am currently in the process of assessing the Christchurch Migrant Centre (funding). Claire had mentioned that you had spoken about this topic when you last saw one another.

Judi, I am wondering if central government (MBIE, MSD) is supporting Migrant Centres nationwide in any capacity? The Council has supported the local Migrant Centre since its inception. However, I am also aware that the need for this type of space is evolving and wonder whether any funding would be best allocated to Multicultural community groups to develop their own capacity.

Any information or advice that you are able to provide is greatly appreciated.

Nga mihi nunui

George Patena - Metropolitan Community Advisor Community Support, Governance and Partnerships Unit | 53 Hereford St Christchurch P.O. Box 73016 | 03 [redacted]

This electronic email and any files transmitted with it are intended solely for the use of the individual or entity to whom they are addressed.

The views expressed in this message are those of the individual sender and may not necessarily reflect the views of the Christchurch City Council.

If you are not the correct recipient of this email please advise the sender and delete.

The delivery model for settlement information services

INZ

Management, Co-ordination
Regional planning
Enhance sector leadership
Promotion and marketing
Provide tools & resources

Customer Relationship Management System

Active two-way engagement and provision of services & resources for migrants and employers through migration pathway via multiple channels

ICC Phone Contact Centre

Contact Centre
7am to 7pm Monday to Saturday
Interpreting available through Language Line

CAB - Face to Face and Workshops

Delivered by 30 selected CABs nationwide
Enquiries, referrals, seminars and activities for newcomers.
Interpreting available through Language Link

NZ Now Website

NZNow website
Generic and regional settlement information
Knowledge base for ICC and face to face service

Relationship Managers – Migrant Skills Retention

Regional retention specialists
Strategic role – local ED plans, employers, Local Settlement Network

INZ Tools & Resources

Tools & resources to aid retention (collateral, seminars, training)

Service Delivery Model for Settlement Information

In July 2014 Immigration New Zealand implemented a new service delivery model for migrants to access settlement information. The intended outcomes of the system are:

- improved the reach of settlement services to all new migrants
- service consistency and trusted information through streamlined delivery channels
- better alignment with the immigration pathway.

The components of the new delivery model are:

1. A refreshed **New Zealand Now** information website that:
 - i. amalgamates online settlement information with the current NewZealandNow attraction website, enhancing the customers' end-to-end experience of Immigration New Zealand (INZ) as a trusted source of attraction and retention information. The redeveloped website links directly to the INZ website for visa information and provides comprehensive settlement information, both New Zealand-wide and region-specific. This replaces the 18 different websites previously operated by Settlement Support New Zealand (SSNZ) providers throughout New Zealand.
 - ii. serves as a 'knowledge base' for other components of the service delivery model, such as the Immigration Contact Centre and the face-to-face service.
2. The Immigration Contact Centre (ICC) that provides responses to settlement queries. ICC:
 - i. provides customers with a single contact number to answer both immigration and settlement questions. This is particularly useful as the second largest number of enquiries to the former SSNZ from new migrants were immigration-related.
 - ii. significantly extends current service availability for migrants to a six-day, twelve-hour-day service, and add the availability of interpreters through Language Line. The ICC will also respond to migrants' email inquiries.
3. A face-to-face information service provided by Citizens Advice Bureau New Zealand Inc. It:
 - i. assists new migrants with settlement-related questions in 30 locations, (an increase from the former 18 SSNZ locations that had provided face-to-face services.)
 - ii. provides a number of settlement-targeted workshops in local areas on key topics of interest to newcomers.
4. Immigration New Zealand's team of **Relationship Managers, Migrant Skills Retention** who
 - i. are based in regions to work through local economic development planning channels to influence how regions attract and retain skills and investment
 - ii. work with sectors and business associations to influence how employers and businesses plan for and settle migrants in workplaces
 - iii. disseminate INZ information, resources and tools to inform best practice among businesses and the settlement sectors
 - iv. liaise with regions' Local Settlement Networks, and identify information and service gaps that impact on migrant skills retention.
5. Immigration New Zealand's Settlement Unit develops products and tools that assist good settlement outcomes for migrants and for New Zealanders.

From: McKeefry, Paul
Sent: Thursday, 27 April 2017 3:21 p.m.
To: Community Facilities
Cc: Phillips, Claire
Subject: FW: Venue hire
Attachments: image004.jpg

Hi Nadia,

Could you please touch base with Jane Song to assist in them finding a suitable venue.

They contacted the Call Centre and did not appear to receive a too favourable response.

Regards

Paul McKeefry
Community Facilities Specialist
Customer & Community Group



ccc.govt.nz
Christchurch City Council
Civic Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch, 8154
Please consider the environment before printing this email



From: Phillips, Claire
Sent: Thursday, 27 April 2017 3:13 p.m.
To: McKeefry, Paul [REDACTED]
Subject: Fwd: Venue hire

Hi Paul

further to our brief conversation earlier about a group finding it difficult to access a venue and getting the weird advice about competing with the commercial sector.

Pleased see below

Cheers claire

Sent from my iPhone

Begin forwarded message:

From: Case Manager <cmctrust.04@gmail.com>
Date: 27 April 2017 at 2:55:50 PM NZST
To: Claire Phillips <[REDACTED]>
Subject: Venue hire

Hi Clare,

This is Jane Song from Canterbury Migrants Centre. It was great morning tea meeting yesterday. We are looking for venue for our Weekend programmes. There are around 30-35 people attend our Zumba class. Hope we can hire a community hall on Saturday or Sunday. Many thanks!

Best regards

--
Jane Song | Out reach co-ordinator
Canterbury Migrants Centre Trust
301 Tuam Street
Christchurch 8011

Website: www.migranthisub.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.



Good planets are hard to find - please consider the environment before printing this email.

From: Patena, George
Sent: Friday, 10 February 2017 8:42 a.m.
To: Phillips, Claire
Cc: Pachnatz, Emma
Subject: George Clark meeting with Lester 15th Feb 10:00am

Good morning Claire,

I had a text from George Clark regarding his meeting with Lester next week. George would like to change the timing of the meeting to 2:00pm (10th Feb instead of 10:00am), due to the Patron of the Canterbury Migrants Centre Trust - Sir Mark Solomon asking to be present at the meeting also.

I can see Lester's calendar is at capacity on this day, do you think there is an opportunity to move the meeting or should we be proposing another date and time?

Thank you

George Patena - Metropolitan Community Advisor

Community Support, Governance and Partnerships Unit | 53 Hereford St Christchurch P.O. Box 73016 | 03

From: Phillips, Claire
Sent: Monday, 20 March 2017 5:29 p.m.
To: Pursey, Mike
Subject: Migrant Centre DRF application- Declined letter

For tomorrow....

I emailed George Clark just before to discuss their DRF application for bridging finance and said in light of the fact their other DRF was declined etc etc etcand he said he had no clue the centre had been declined.

When did the funding letter go out to them? I thought the letters would have gone by now. If not, why not?

Cheers
Claire

Claire Phillips

Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street

DDI: [REDACTED]
email: [REDACTED]

Everyone's Christchurch

Placing community at the heart of Council activity

From: Vallero, Ester
Sent: Thursday, 23 June 2016 2:52 p.m.
To: Pursey, Mike; Patena, George; Phillips, Claire
Subject: Migrant Centre memo

FYI from Karla

George when you start working on the memo can we chat?

I can tell you about the conversations I had with Jane Song about this Wigram Skies project and other conversations I had with Henry in the past year.

Cheers,

Ester

From: Gunby, Karla
Sent: Thursday, 23 June 2016 2:44 p.m.
To: Vallero, Ester
Subject: Migrant Centre

Hi,

Met with Jane and Henry about the Migrant Centres Wigram Skies Group.

- Concerned about the lack of desire to make this programme a financially sustainable group by appropriately charging. Still calling it a donation and reticent about collecting money. Talked about doing a proper budget for the group, charging a rate that will sustain the costs and reviewing costs after September, when the Capacity Building fund finishes from the board. Suggested they could come to discretionary fund from the community board for a small proportion of the costs.
- Suggested that the Centre engages a business mentor or some help from Akina around the Migrant Time publication. Expertise, broader experience, an ability to scale and business contacts could be offered by getting in outside help.
- Suggested that they make a deputation to the community board to raise their profile and highlight the work they do in the community. They said that most of the work is concentrated in the Riccarton Wigram ward.

Will meet them again in early August to discuss how to continue and what changes have been made.

Regards

Karla Gunby

Community Development Advisor (Riccarton/Wigram)

Community Support, Governance & Partnerships Unit

Christchurch City Council

DDI: 0 [REDACTED]

Mobile: 0 [REDACTED]

Email: [REDACTED]

Web: www.ccc.govt.nz

Vision: Everyone's Christchurch

Mission: Placing community at the heart of Council activity

From: Phillips, Claire
Sent: Saturday, 13 May 2017 5:33 p.m.
To: Galloway, Anne
Subject: Migrant centre

Hi Anne

Further to our discussion this afternoon I understand the migrant centre are going to apply to the councils Discretionary Fund from 1 July so they haven't yet made any decisions about closing. We will undertake to meet with them asap and we'll put a short memo together to Lianne and the sub committee early next week. A very nice way to spend a Saturday today. So pleased to now start working on the implementation . Will be in touch. Regards Claire

Sent from my iPhone

From: Phillips, Claire
Sent: Thursday, 25 May 2017 12:13 p.m.
To: 'George Clark'
Subject: Migrant Centre

Kia ora George

I am just following up on our conversation earlier this week regarding the Migrant Centre board's decision to wind up.

I would again like to offer our support to you in this process, particularly any support we can offer with the Migrant Times and Jane's programmes.

Please let me know if there is anything you need and were happy to assist. I was also wondering if you may need somewhere to store furniture for a time? I'd be happy to look into whether we have any space at our distribution centre.

Cheers
Claire

Claire Phillips

Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street

DDI: [REDACTED]
email: [REDACTED]

Everyone's Christchurch

Placing community at the heart of Council activity

From: Phillips, Claire
Sent: Monday, 13 February 2017 4:21 p.m.
To: Pursey, Mike
Subject: minutes

Hi Mike

I urgently need the minutes of the meeting where I declared a perceived conflict of interest re the Migrant centre's application. Are you nay closer to finding it. Lester and I have to respond to Mary by close of day.

Cheer
Claire

From: Phillips, Claire
Sent: Wednesday, 21 June 2017 5:30 p.m.
To: Wolfreys, Lester
Subject: RE: ANOTHER QUESTION RE MEDIA ENQUIRY FW: FW: Press Article on Canterbury Migrant Centre closure

The Migrant Centre recently decided to close before their current DRF application was assessed. Council had requested a business plan and cash flow forecast before committing further funding and were in the process of assessing that. This was supplied some time after their initial funding request. The cash-flow forecast produced showed no other sustainable funding sources.

Council were only one of a number of funders of the Migrant Centre, and had been in discussion with the centre regarding their management, services and sustainability over a period of time.

The Migrant Centre informed Council that they were extending their services to both Waimakariri and Selwyn Districts, in turn diversifying their funding sources (hence their name change from Christchurch Migrant Centre to Canterbury Migrant Centre). We are unclear whether this eventuated.

The Centres CCC funding was reduced in 2015/16 from \$55,000 to \$35,000. The reason for this, along with usual demand on limited funds included the fact that they were located in an expensive building not fit for purpose.

Council staff had concerns about the effectiveness of the Centre as one stop shop (of which it wasn't) including potential duplication and reach to Migrant communities. Whilst they were operating a few great projects to select groups of migrants it was felt these programmes could be run more effectively locally at a lower cost. Council suggested a range of potential directions the Centre could take, particularly in the Social Isolation and the ethnic community leadership/organisational space.

The Migrant Centre were also declined previous Discretionary Response Funds as they did not supply appropriate documentation when requested and were seeking retrospective funding without a clear business plan forward.

Claire Phillips

Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street
DDI: [REDACTED]
email: [REDACTED]

Everyone's Christchurch

Placing community at the heart of Council activity

From: Pachnatz, Emma On Behalf Of Wolfreys, Lester
Sent: Wednesday, 21 June 2017 4:59 p.m.
To: Phillips, Claire <[REDACTED]>
Cc: Wolfreys, Lester <[REDACTED]>
Subject: ANOTHER QUESTION RE MEDIA ENQUIRY FW: FW: Press Article on Canterbury Migrant Centre closure

Hi Claire

Could you please help out with another question on Canterbury Migrant Centre

- Can you please outline why funding was cut to the service?

Require response before 11 am tomorrow.

Regards

Emma Pachnatz

Personal Assistant to Lester Wolfreys
Head of Community Support, Governance & Partnerships Unit
Customer & Community Group

DDI 03 [REDACTED]
Cell [REDACTED]
Web www.ccc.govt.nz
Christchurch City Council
Civic Offices, 53 Hereford Street, Christchurch, 8011
PO Box 73016, Christchurch, 8154

Everyone's Christchurch
Placing community at the heart of Council activity.

Please consider the environment before printing this email.

From: Murphy, Emily
Sent: Wednesday, 21 June 2017 4:44 p.m.
To: Wolfreys, Lester <[REDACTED]>; Pachnatz, Emma <[REDACTED]>
Subject: FW: FW: Press Article on Canterbury Migrant Centre closure

Hi Lester and Emma,

Are you able to assist with this?

Thanks,
Emily.

From: E [REDACTED]
Sent: Wednesday, 21 June 2017 4:44 p.m.
To: Murphy, Emily
Subject: Re: FW: Press Article on Canterbury Migrant Centre closure

Hi Em,

Just to follow on from this response:

- Can you please outline why funding was cut to the service?

If you can send something through before 11am tomorrow, that would be lovely.

Thanks,
[REDACTED]

On 20 June 2017 at 13:41, Murphy, Emily <Emily.Murphy@ccc.govt.nz> wrote:

Hi [REDACTED]

You can attribute the following to Lester Wolfreys, Head of Community Support, Governance & Partnerships Unit

Canterbury Migrants Centre Christchurch City Council Community Grants Funding History
2016/17 - \$4,500
2015/16 - \$35,000
2014/15 - \$50,700
2013/14 - \$57,000
2012/13 - \$55,000
2011/12 - \$55,000
2010/11 - \$55,000

The Council is committed to supporting new migrants to settle and integrate into Christchurch life. There are a wide range of ways migrants receive information including support through the Settlement Support NZ service at Citizens Advice Bureau, libraries, employer initiatives, and sporting clubs. The Council is particularly interested in supporting organisations and initiatives that work with all cultures and ethnicities to deliver equitable services.

The Migrant Centre made the decision to cease operating and alerted the Council to that fact. They had an active funding application in at the time. The Council has attempted to work with the centre to address concerns over the organisations long term sustainability and delivery approach for some time.

From: [REDACTED]
Sent: Tuesday, 20 June 2017 10:55 a.m.
To: Murphy, Emily
Subject: Press Article on Canterbury Migrant Centre closure

Hi Em,

Hope your week is off to a good start.

I am writing an article on the closure of the Canterbury Migrant Centre.
I understand they ultimately ran out of funding.

Can you please tell me how much money the CCC gave to the Canterbury Migrant Centre trust, since its inception in 2010 - and broken down to how much was granted each year?

Secondly, there has been a claim made that the CCC and MSD appear no longer interested in supporting the organisation tasked with settling new migrants in to the community. Would love this to go to the relevant person, for a response.

Please feel free to add anything further.

Looking forward to hearing from you before deadline 4pm today.

Thanks [REDACTED]

--

[REDACTED] [REDACTED]
Reporter

E [REDACTED]
Press House, 158 Gloucester St, Christchurch 8011, Private Bag 4722, Christchurch 8140, New Zealand

**Please note my last day at The Press is June 30.*

Christchurch Migrant Centre													
Profit and Loss - Actual for the Period April 2016 to March 2017													
Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Income													
Grants/Donations													
Christchurch City Council	\$2,917	\$2,917	\$2,917	\$2,917	\$2,914								\$14,582
NZ Lottery Grants Board	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$68,750
COGS					\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$2,919
NZ Red Cross	\$5,517	\$5,517	\$5,517	\$5,517	\$5,517	\$5,517	\$5,517	\$5,517	\$5,522				\$49,658
Rata Foundation	\$3,333	\$3,333	\$3,333	\$3,333	\$3,335	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$29,165
Tindall Foundation						\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$10,002
Department of Internal Affairs					\$360			\$1,640					\$2,000
Sundry Donations	\$201	\$545	\$181	\$165	\$384	\$160	\$354	\$835	\$91		\$91		\$3,007
Other Income													
Projects	\$551	\$1,021	\$742	\$3,621	\$2,724	\$2,807	\$2,777	\$8,132	\$4,628				\$27,003
Sub-Tenants	\$2,247	\$269	\$4,701	\$683	\$3,060	\$3,124	\$2,895	\$3,194	\$2,875	\$2,067			\$25,115
Advertising Website & Newsletter	\$420		\$400		\$200	\$200	\$200	\$250	\$150	\$400			\$2,220
Room Hire	\$1,830	\$60	\$1,200		\$1,685	\$1,220	\$1,517	\$1,790	\$1,026	\$1,026	\$215		\$11,569
Social Enterprise - Newspaper			\$1,460	\$950	\$3,681	\$5,053	\$2,380	\$2,356	\$3,448	\$517	\$2,436		\$22,281
Interest	\$104	\$107	\$104	\$108	\$107	\$94	\$97	\$94	\$98	\$98	\$89		\$1,100
Sundry Income	\$97			\$161	\$274	\$217			\$152	\$103	\$83		\$1,087
Total Income	\$23,467	\$20,019	\$26,805	\$23,705	\$30,908	\$28,809	\$26,154	\$34,225	\$28,407	\$14,628	\$13,331	\$0	\$270,458
Expenditure													
Administration/Overheads													
ACC Levies				\$1,706									\$1,706
Accounting Fees	\$619	\$715	\$165	\$165			\$165	\$137	\$110		\$210		\$2,286
Audit Fees							\$400						\$400
Advertising and Promotion	\$60		\$16			\$90					\$112		\$278
Bank Charges	(\$15)	\$46	\$13	\$24	\$18	\$12			\$5				\$103
Cleaning						\$49	\$75	\$261	\$150				\$535
Computer and Consumables					\$45	\$45	\$45	\$45	\$60		\$95		\$335
Dues and Subscriptions						\$44			\$69				\$113
Electricity	\$198	\$223	\$263	\$265	\$290	\$279	\$221	\$236	\$194	\$217	\$196		\$2,582
Hall Hire													\$0
Insurance											\$954		\$954
Offices Supplies/Stationery	\$63			\$45				\$90					\$198
Office Expenses	\$193	\$45	\$231	\$17	\$167		\$178		\$218	\$104	\$771		\$1,924
Postage and PO Box Rental													\$0
Restructuring Costs						\$3,658	\$2,359	\$2,359	\$2,359	\$1,800	\$3,074		\$15,609
Rent	\$5,798	\$5,988	\$5,893	\$5,893	\$5,893	\$5,893	\$5,893	\$5,893	\$5,893	\$3,767			\$56,804
Repairs and Maintenance	\$188												\$188
Salaries/Wages	\$12,917	\$20,069	\$16,057	\$16,055	\$20,069	\$23,930	\$16,027	\$12,228	\$14,582	\$11,699	\$11,532		\$175,165
Small Asset Purchases													\$0
Travel Expenses	\$97												\$97
Telephone	\$330	\$330	\$330	\$295	\$365	\$296	\$333	\$296	\$296	\$296	\$30		\$3,197
Depreciation													\$0
Migrant Community Services													
Catering						\$322							\$322
Community Training/Events													\$0
NZ Red Cross Projects	\$380	\$990	\$2,137	\$648	\$758	\$1,118	\$1,238	\$620	\$1,325	\$134	\$102		\$9,450
Social Enterprise - Newspaper		\$203	\$3,173	\$3,060	\$3,060	\$3,060	\$3,060	\$4,831	\$1,530	\$1,530	\$1,530		\$25,037
Sundry Projects	\$551	\$429	\$300	\$703	\$1,200	\$761	\$971	\$2,830	\$1,464	\$300	\$528		\$10,037
Volunteer Expenses													\$0
Total Expenditure	\$21,379	\$29,038	\$28,578	\$28,876	\$31,865	\$39,557	\$30,965	\$29,826	\$28,255	\$19,847	\$19,134	\$0	\$307,320
Profit / (Loss)	\$2,088	(\$9,019)	(\$1,773)	(\$5,171)	(\$957)	(\$10,748)	(\$4,811)	\$4,399	\$152	(\$5,219)	(\$5,803)	\$0	(\$36,862)

Christchurch Migrant Centre	Budget	Actual	Budget YTD	Actual YTD	Budget	Total
Income (GST Exclusive)	Feb-17	Feb-17	Apr - Feb 17	Apr - Feb 17	Mar-17	Total
Grants/Donations						
Christchurch City Council			17,502	14,582		14,582
NZ Lottery Grants Board	6,250	6,250	68,750	68,750	6,250	75,000
COGS	500	417	3,000	2,919	500	3,419
NZ Red Cross			44,136	49,658		49,658
Rata Foundation	2,083	2,083	25,830	29,165	2,083	31,248
Tindall Foundation	1,667	1,667	10,002	10,002	1,667	11,669
Aggregated New Funds	3,711		22,266		3,711	3,711
Department of Internal Affairs				2,000		2,000
Small Grants Fund			3,850			0
Women's Wellbeing Workshops	1,780		10,680	10,530	1,780	12,310
Sundry Donations	150	91	1,553	3,007	150	3,157
Other Income						0
Projects	150		11,539	13,773	150	13,923
CERT			2,700	2,700		2,700
Sub-Tenants	3,500		28,900	25,115	3,500	28,615
Advertising Website & Newsletter	500		3,820	2,220	500	2,720
Room Hire		215	3,090	11,569		11,569
Social Enterprise - Newspaper	3,000	2,436	19,010	22,281	3,000	25,281
Interest	100	89	1,022	1,100	100	1,200
Sundry Income		83	258	1,087		1,087
Total	23,391	13,331	277,908	270,458	23,391	293,849

Expenditure (GST Exclusive)	Feb-17	Feb-17	Apr - Feb 17	Apr - Feb 17	Mar-17	Total
Administration/Overheads						
ACC Levies			1,706	1,706		1,706
Accounting Fees		210	1,829	2,286		2,286
Audit Fees				400	1,600	2,000
Advertising and Promotion	100	112	676	278	100	378
Bank Charges	20		176	103	20	123
Cleaning			400	535		535
Computer and Consumables	250	95	1,500	335	250	585
Hall Hire						0
Dues and Subscriptions			225	113		113
Electricity	300	196	2,750	2,582	300	2,882
Insurance	1,300	954	1,300	954		954
Office Supplies/Stationery	50		408	198	50	248
Office Expenses	225	771	1,837	1,924	225	2,149
Restructuring Costs	2,000	3,074	10,000	15,609		15,609
Postage and PO Box Rental			170			0
Rent	6,000		59,572	56,804	6,200	63,004
Repairs and Maintenance			368	188		188
Salaries/Wages	13,930	11,532	150,832	175,165	11,474	186,639
Small Asset Purchases						0
Travel Expenses			97	97		97
Telephone	370	30	3,507	3,197	370	3,567
Depreciation					1,030	1,030
Sundry Expenses						0
Migrant Community Services						0
Catering	50		300	322	50	372
Community Training/Events						0
NZ Red Cross Projects		102	7,815	9,450		9,450
Social Enterprise - Newspaper	3,500	1,530	27,436	25,037	3,500	28,537
Sundry Project Expenses		528	9,005	10,037		10,037
Volunteer Expenses	75		450		75	75
Total	28,170	19,134	282,359	307,320	25,244	332,564
Profit/Loss	(4,779)	(5,803)	(4,451)	(36,862)	(1,853)	(38,715)

Canterbury Migrant Centre Trust

Proposal for Change Presented To Staff 17 August 2016

Introduction

On 25 July 2016 The Board of Trustees (the Board) of the Canterbury Migrant Centre Trust authorised the Chair to review the Canterbury Migrant Centre (The Centre). The terms of the review were:

- Identifying the effectiveness of current roles and operations, communication and the ideas of staff regarding future directions.
- Evaluating the effectiveness of current operations and the allocation of resources.
- Compiling a summary report with recommendations.

Details of the review and the resulting proposal for change was endorsed by the Board on 12 August 2016. These are set out below. Before any changes are made the Board is seeking feedback from staff.

Review Context

Several critical factors led to the Board authorising the report. These factors included:

1. A reducing level of funding from core funders in the near future has been communicated.
2. The high cost of current accommodation.
3. The recent impact of the publication of a new project, The Migrant Times.
4. The recent change of operational focus from Christchurch to include all of Canterbury.
5. The continuing need to respond to the expectations of clients, partners and stakeholders.

The review considered the impact of these factors alongside an evaluation of current operational modes of delivery and resource allocation to identify sustainable future models of operation.

Methodology

The review adopted a transformative methodology to evaluate the various operating roles and operations of the Centre. The review assessed the requisite nature of roles and operations, individually or jointly, in relation to the stated aims and future directions expressed by the Trust. Role and operational evaluations were viewed as a point in time assessment.

The review took the form of an initial briefing with all staff to set the context and discuss the Terms of Reference. Individual interviews followed to seek the views of all staff on the effectiveness of current roles and operations, internal and external communication and their ideas for future directions. Though specified in the Terms of Reference, assessment of inter-personal relationships was not sort.

The allocation of financial resources was assessed as a whole rather than for each operational element. This feature of the review is particularly influenced by the serious financial pressures facing all operations governed by the Trust. Within that financial overview the influence of individual roles, operational costs and other financial commitments were assessed against overall organisational goals and the financial implications on the whole budget.

Canterbury Migrant Centre Trust

Roles and the 'One Stop Shop'

The Centre employs four full time (35 to 40 hours per week) and two part-time staff. The designated roles are:

- General Manager (reporting to the Board) responsible for the overall management of staff and operations of the Centre.
- Case Manager (reporting to the General Manager) responsible for outreach programmes delivered in several off site venues across Christchurch and the organisation of several annual community events. This role also actions and approves accounts payments prepared by the accounts clerk.
- Community Liaison Manager (reporting to the General Manager) responsible for community leadership programmes and seminars; maintenance of the website; and the organisation of several annual community events. This role is also providing advertising and sales support to The Migrant Times. The incumbent in this position is operating without a signed employment contract.
- Accounts Clerk and Reception position (reporting to the General Manager) and responsible for maintaining financial information, accounts administration, office records and client reception.
- Filipino Information Service Co-ordinator, a part time position of 10 hours per week (reporting to the General Manager) in collaboration with a local Philippines Cultural and Sport organisation.
- One part time cleaner reporting to the General Manager.

Since the inception of the Centre in August 2010 these roles are organised under the 'One Stop Shop' concept for migrants seeking multiple service options, information and informed off-site referral from the one central city site. The 'One Stop Shop' concept functioned particularly well from February 2011, through the period of the earthquake emergency and recovery. It provided a place to focus and co-ordinate migrant issues and services when buildings and meeting places were in short supply. The concept included renting space to agencies and organisations that provided social and health services to migrant communities. Centre tenants originally included:

- Ministry of Social Development(MSD) Settling In Service
- Pegasus Health Migrant Counselling Service
- Canterbury Refugee Council (CRC)
- Interpreting Canterbury
- Philippine Culture and Sport
- The Citizens Advice Bureau(CAB) – for a short time last year

These independent services sub-let office and meeting space from the Centre and delivered their services as part of the 'One Stop Shop' approach. As part of the 'One Stop Shop' short term administrative desk space and free/low cost meeting facilities were offered and were regularly used by migrant community groups and organisations.

This model served the client base well and required a General Manager to keep oversight and coordination of all activities. The Christchurch post-earthquake recovery has seen several tenants

Canterbury Migrant Centre Trust

find alternative accommodation as it has become available and the number of community groups using desk and meeting facilities has declined. There has been a gradual reduction in tenants and migrant client visits.

Review Findings

Reception

All staff interviewed report that daily client numbers visiting the Centre offices has been decreasing for the past year and there has been a notable decrease in the number of after work hours seminars and activities. Daily figures record an average of 25 to 30 combined visits/phone calls to the centre reception.

Community Liaison Position

The 'Community Leadership' seminars that have formed a successful part of the Centre's programmes over the last three years, have not been running for several months due to funding shortfalls. This has also contributed to declining visitor numbers. The seminar funder has recently indicated their final commitment will be in September 2016. Regaining the impetus for this programme may be difficult.

Case Manager Position

The 'Community Outreach' programmes that offer activities or meet needs in localities close to where clients live are acknowledged by all staff to be a very successful model. The programmes have proved to be a very credible way to ensure individual migrants and former refugees do not become isolated and offers benefits with issues related to English as a second language. The programmes operate mainly out of several low cost/no cost venues each week in various locations across Christchurch often in collaboration with another agency. E.G. Plunket for migrant mothers and babies with an English language tutor. Other classes combine practicing conversational English with Zumba, Tai Chi, Yoga or Square Dancing. These classes are well attended with lists of people wanting to join. Only one 'Women's Wellbeing' class operates weekly from the Centre. New classes for older people are being planned with a more arts/calligraphy/craft focus. Current activities average 25 to 30 attendees each. In any week up to 10 individual classes can take place. The 'Out Reach Programme' is well supported by migrant communities, Christchurch City Council, a mix of participants from a wide range of nationalities and several English language tutors and language organisations. Enquiries of interest for the delivery of this programme have been received from the wider Canterbury area (for example Waimakariri District Council).

Filipino Service

The Filipino Information Service is based at the Centre's site. Clients make contact directly with the Service through a separate entrance rather than through the Centre reception. The Filipino service is well established as a key point of contact, information and co-ordination for the Filipino rebuild workforce and for resident Filipino migrants. The service also provides evening information seminars for rebuild workers that bring together immigration services, recruitment services, embassy officials, employers and rebuild workers to address mutually important issues and information. Many of these seminars are held in the Centre's meeting room at no cost. This service operates with one part time employee (10 hours per week) in collaboration with the Philippines Culture and Sport organisation. The service has a well organised and supported volunteer programme that enables the maintenance of low cost services. The Filipino volunteer programme has placed several volunteers into permanent paid employment and is well supported by the community. The Filipino Information

Canterbury Migrant Centre Trust

Service is also well supported by stakeholders such as the Office of Ethnic Communities, the Christchurch City Council, The Immigration Service and the Filipino Embassy.

The 'Migrant Times'

The 'Migrant Times' fortnightly newspaper is a new initiative that began in June 2016. The paper began as a social enterprise with the intention to be self-sustaining within five to six months of the initial publication. The newspaper is supported by a website that posts extended articles, videos of interviews, information and advertising. The public and community response to the first three publications has been extremely encouraging. Initial planning of this initiative was incomplete and inaccurate. Predictions of advertising revenue presented to the Board were double that of the actual income. The Centre has covered the budget shortfall to date. One staff member (Community Liaison Manager) was allocated part time to focus on securing additional advertising. This has resulted in increased advertising and it is expected the two August 2016 issues will break even and generate a small excess of cash to assist the earlier deficit.

A risk for the Centre is the gap between advertising secured and the period until income is received. The Centre must carry the cash shortfall in the interim. The 'Migrant Times' is written by a professional journalist who edits and writes the publication on an unpaid voluntary basis (at this stage) in agreement with the Trust board. To maintain the effort and standards so far achieved advertising income and sponsorship will need to increase further to provide sufficient funding for a paid position of Editor. Maintaining the services of the current Editor is another risk for this enterprise that needs to be addressed. A full feasibility assessment is required before this initiative can be permanently integrated into the Centre's operations.

Assessment of Current Financial Position

Funding and Finance

It is apparent that the centre does not currently have sufficient focus on funding applications to deliver adequate funding. The structure does also not support the effective integration of financial planning with operational delivery.

The recent financial statement (supplied by the Centre's Accountant and available separately) identifies a \$13,325 deficit for the month of July 2016. The monthly projections of income and expenditure made in this statement, through to the end of the financial year (March 2017), predict a deficit of \$48,650. Clearly the Centre cannot sustain a deficit of this magnitude.

The major expenditure items identified in this reporting period are made up of salaries, rent and projected 'Migrant Times' costs.

Major Expenditure Items	-	\$
Salaries from July to March	-	198,919
Office Rental	-	71,772
Projected newspaper costs	-	<u>23,426</u> (Expenditure of \$34,436 minus \$11,010 budgeted income)
Total	-	294,117

Salaries and rentals are fixed costs and are the main contributing factors to the deficit. The expenditure associated with the new 'Migrant Times' initiative has caused concern within the staff and Board members and these are examined below. The other contributing factor to the deficit is a

Canterbury Migrant Centre Trust

reduction in funding from core funders and the failure of two recent applications designed to support the 'Migrant Times, setup.

In the Centre's financial statement the 'Migrant Times' expenditure has been spread sheeted monthly at \$3,500 against a projected monthly income of \$1000 through to March 2017. This income figure does not take into account the expected increase in advertising revenue. The increase in secured advertising in August will yield a minimum income of \$3,800 with almost all this committed for between three to twelve months. It is clear this rise in income makes the 'Migrant Times' sustainable through to the reporting period to March 2017. This initiative will not be in deficit by December 2016. Over the next seven months of the financial year the newspaper should be in the position to progressively reimburse initial set up costs covered by the Trust. A contract for services to the Editor should be possible when income from advertising rises to between \$5,000 and \$6,000 monthly.

Operating Models

The review findings indicate that the 'One Stop Shop' model of operation is increasingly inappropriate. Review findings show it is a model that is declining in support by migrant clients and agencies. Furthermore the recent change of name from Christchurch Migrant Centre Trust to Canterbury Migrant Centre Trust presupposes out-reach services within and beyond Christchurch.

Clearly the 'One Stop Shop' concept worked well immediately after the February 2011 earthquake. The migrant coordination work load with communities and agencies grew during that period and was a key part of the earthquake recovery phase. At that time the commitment to rental accommodation and the current staffing structure was appropriate to the time and the environment and was supported by funders and stakeholders.

The decrease of on-site 'One Stop Shop' services/agencies from the Centre and the reducing number of face-to-face contacts are strong indicators for change. These indicators are also reinforced by incremental but persistent funding reductions particularly from previously considered core funders (for example the Rata Foundation). The Centre's successful operations supported by communities, clients and stakeholders are the Out-Reach programmes and services, the Filipino Information Service and the 'Migrant Times'. The Out-Reach Programme, the Filipino Information Service and The Migrant Times are efficient and effective operations that are easily integrated and managed and are essentially low cost delivery options. These are key factors attractive to funders.

Proposed new structure

The urgent need to address the increasing budget deficit requires a change in structure and focus. It is proposed that four functional areas of operation form the basis of operations going forward. These are the functions of 'Out-Reach' Programmes, Migrant Information Services (as delivered by the Filipino Information Service), Communication Support Services and the 'Migrant Times'. Each of these functions should be self-managing, operating at the Coordinator level and reporting to the Board. By adopting such a model of delivery the Centre will no longer require general management oversight or a full time position of Administrator/Receptionist.

Therefore, the review proposes the following:

- Disestablishment of the position of General Manager. Disestablishment of this position will release a minimum of \$50,000 from the budget annually (not including Kiwi Saver payments)

Canterbury Migrant Centre Trust

- Reduce the hours of the Office Administrator/Reception position to 20 hours per week. The change in hours will release a minimum of \$ 21,840 from the budget annually (not including Kiwi Saver payments)
- Reduce the hours of the Community Liaison Manager position to 25 hours per week. Position retains common functions such as website and Facebook management and Community Liaison. The focus of the role will be continued support to the 'Migrant Times' and coordinating the digital communications to clients, staff and the 'Migrant Times'. This change of hours represents an annual saving of \$12,480 per year to the Centre.
- Retain the position of Case Manager with a change of title to 'Out-Reach' Coordinator at current tenure and pay rate.
- Retain the part-time position supporting the Filipino Information Service with no change. This function has the potential for development in the future.

It is proposed that all positions shall have a responsibility for reception enquiries and phone calls. All positions will report to the Board. The proposed changes should take place over the next two months.

The Board will establish a funding committee to focus on funding applications.

Ideally the required office space will reduce to a smaller open plan office space. Timing for any change in accommodation will depend on negotiation with the current landlord.

Financial Savings

If the proposed changes were to proceed savings can be made in the annual budget of up to \$72,980. The budget savings identified translate across the remainder of this year's Financial Statement as follows:

Salaries Savings November to March 2017

Savings November/March	-	31,110 (disestablished GM /Admin positions)
Savings November/March	-	6,240 (Community Liaison Manager change)
Total Salary Saving	-	37,350
Adjusted Budget Shortfall March 2017	-	(11,290) Aug. projected shortfall \$48,650

Further budget savings can be made over time by sub-letting vacant offices on a short term basis until new premises are secured and the rental commitment is reduced. The Board members can oversee functional gaps until the financial statement is in balance.

Feedback Process

This is a proposal only and no final decisions have been made. It is important to us that we utilise employee experience and knowledge of our organisation in establishing a final structure and

Canterbury Migrant Centre Trust

solutions to our current situation. We would now like your input into the course of action proposed to see if there is anything we have missed, or any alternatives we have overlooked.

Timeline

17 August 2016 - Proposal communicated to affected staff.

If there are any questions about the proposal before you provide your feedback, please come back and talk to me.

25 August 2016 - Feedback/comments to me.

Feedback may be provided in writing (email is okay) or you can arrange a meeting with me. I plan to be onsite during the feedback period to answer any queries and to listen and receive feedback.

31 August 2016 - All feedback will be fully considered and we hope to make an announcement of any new structure

Prepared by:
George Clark
Chairperson
Canterbury Migrant Centre Trust

From: George Clark <chc.migrant@gmail.com>
Sent: Monday, 20 March 2017 5:15 p.m.
To: Phillips, Claire
Subject: RE: Bridging Finance Proposal

Follow Up Flag: Follow up
Flag Status: Flagged

P.S. to previous message. Given my travelling situation txt is probably the best communication at short notice. ■■■■■

Regards
GC
George Clark | Managing Trustee
Canterbury Migrants Centre Trust
166 St. Asaph Street
P.O. Box 886, Christchurch 8140
Telephone: (03) 325 1111 | MOb: 021 771 1111
Website: www.migrant.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.

 Good plans are hard to find - please consider the environment before printing this email.
CAUTION: This email message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient, thank you

From: Phillips, Claire [mailto:]
Sent: Monday, 20 March 2017 4:44 PM
To: 'George Clark'
Subject: RE: Bridging Finance Proposal

Thank very much George. I am talking to Lester tomorrow and wonder if the best plan is another Discretionary Response Fund (DRF) application. I know you applied for DRF funding previously and that was declined but this is a different request.
All the information you have provided is still required so it's not a double up.

Sorry I didn't get to talk to you today - was dim an out. Unfortunately George Patena is still unwell so I was running between jobs! Shall we catch up for a coffee soon to discuss further and work through the best plan of attack?

Cheers
Claire
Claire Phillips
Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street
DDI: ■■■■■
email: ■■■■■

Everyone's Christchurch
Placing community at the heart of Council activity

From: George Clark [mailto:chc.migrant@gmail.com]
Sent: Monday, 20 March 2017 4:16 p.m.
To: Phillips, Claire <■> <chc.migrant@gmail.com>
Cc: Patena, George <■>
Subject: RE: Bridging Finance Proposal

Kia ora korua,
Thanks for your email Claire. I have attached the latest Profit and Loss Reports up till the end of February and the Restructure report to staff which went ahead without change. I need about two days to put the draft Business Plan before the board and will send it straight on to you. Sorry for the delay as I have been down with flu late last week and over the weekend. Definitely on the mend now. We do appreciate your patience in this matter.
Nga mihi
GC

George Clark | Managing Trustee
Canterbury Migrants Centre Trust
166 St. Asaph Street
P.O. Box 886, Christchurch 8140
Telephone: (03) 325 1111 | MOb: 021 771 1111
Website: www.migrant.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.

 Good plans are hard to find - please consider the environment before printing this email.
CAUTION: This email message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient, thank you

From: Phillips, Claire [mailto:]
Sent: Wednesday, 15 March 2017 1:31 PM
To: 'George Clark'
Cc: Patena, George
Subject: RE: Bridging Finance Proposal

Thank you George,
Congratulations on your move to Community House. I hope it wasn't too stressful and that you're settled in.
George and I will be in touch soon. To assist staff make their recommendations to Council, a business plan would be useful (even a draft as you work on it) and a cash flow forecast. Do you have a copy of the restructure/review documentation too?
Happy to meet again to discuss.
Many thanks
Claire

From: George Clark [mailto:chc.migrant@gmail.com]
Sent: Monday, 13 March 2017 11:14 a.m.
To: Phillips, Claire <■>
Cc: Patena, George <■>
Subject: Bridging Finance Proposal

Hi Claire and George,
As asked I have attached a request for bridging finance for the CCC's consideration. If you require any further information please do not hesitate to contact me. We can enlarge on the detail if that is required. If a business plan is required then we can write that up. As you know from September last year to now our focus has been on the restructure, shifting the business model and physically moving to Community House. Now we are here and settled we have the capacity to review our strategic direction and draw up a business plan to reinforce the change in direction taken with the restructure.
Thank you once again for considering our situation and for giving us the time to discuss our circumstances. I look forward to hearing from you.
Regards
GC

George Clark | Managing Trustee
Canterbury Migrants Centre Trust
166 St. Asaph Street
P.O. Box 886, Christchurch 8140
Telephone: (03) 325 1111 | MOb: 021 771 1111
Website: www.migrant.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.

 Good plans are hard to find - please consider the environment before printing this email.
CAUTION: This email message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient, thank you

This electronic email and any files transmitted with it are intended solely for the use of the individual or entity to whom they are addressed.

The views expressed in this message are those of the individual sender and may not necessarily reflect the views of the Christchurch City Council.

If you are not the correct recipient of this email please advise the sender and delete.

Christchurch City Council
<http://www.ccc.govt.nz>

This electronic email and any files transmitted with it are intended solely for the use of the individual or entity to whom they are addressed.

The views expressed in this message are those of the individual sender and may not necessarily reflect the views of the Christchurch City Council.

If you are not the correct recipient of this email please advise the sender and delete.

Christchurch City Council
<http://www.ccc.govt.nz>

From: George Clark <chc.migrant@gmail.com>
Sent: Monday, 20 March 2017 4:16 p.m.
To: Phillips, Claire: 'George Clark'
Cc: Patena, George
Subject: RE: Bridging Finance Proposal
Attachments: Copy of Profit and Loss February 2017.xlsx; Profit and Loss February 2017.xlsx; Proposal for change to staff.docx

Kia ora korua,
Thanks for your email Claire. I have attached the latest Profit and Loss Reports up till the end of February and the Restructure report to staff which went ahead without change. I need about two days to put the draft Business Plan before the board and will send it straight on to you. Sorry for the delay as I have been down with flu late last week and over the weekend. Definitely on the mend now. We do appreciate your patience in this matter.
Nga mihi
GC

George Clark | Managing Trustee
Canterbury Migrants Centre Trust
164 St. Asaph Street
P.O. Box 886, Christchurch 8140
Telephone: (03) 379 1111 | Mobs: [REDACTED]
Website: www.migrants.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.

 Good planets are hard to find - please consider the environment before printing this email.

CAUTION: This email message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient, thank you.

From: Phillips, Claire [mailto:[REDACTED]]
Sent: Wednesday, 15 March 2017 1:31 PM
To: 'George Clark'
Cc: Patena, George
Subject: RE: Bridging Finance Proposal

Thank you George,
Congratulations on your move to Community House. I hope it wasn't too stressful and that you're settled in.

George and I will be in touch soon. To assist staff make their recommendations to Council, a business plan would be useful (even a draft as you work on it) and a cash flow forecast. Do you have a copy of the restructure/review documentation too?
Happy to meet again to discuss.

Many thanks
Claire

From: George Clark [mailto:chc.migrant@gmail.com]
Sent: Monday, 13 March 2017 11:14 a.m.
To: Phillips, Claire: [REDACTED]
Cc: Patena, George: [REDACTED]
Subject: Bridging Finance Proposal

Hi Claire and George,
As asked I have attached a request for bridging finance for the CCC's consideration. If you require any further information please do not hesitate to contact me. We can enlarge on the detail if that is required. If a business plan is required then we can write that up. As you know from September last year to now our focus has been on the restructure, shifting the business model and physically moving to Community House. Now we are here and settled we have the capacity to review our strategic direction and draw up a business plan to reinforce the change in direction taken with the restructure.
Thank you once again for considering our situation and for given us the time to discuss our circumstances. I look forward to hearing from you.
Regards
GC

George Clark | Managing Trustee
Canterbury Migrants Centre Trust
164 St. Asaph Street
P.O. Box 886, Christchurch 8140
Telephone: (03) 379 1111 | Mobs: [REDACTED]
Website: www.migrants.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation and The Office of Ethnic Communities.

 Good planets are hard to find - please consider the environment before printing this email.

CAUTION: This email message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient, thank you.

This electronic email and any files transmitted with it are intended solely for the use of the individual or entity to whom they are addressed.

The views expressed in this message are those of the individual sender and may not necessarily reflect the views of the Christchurch City Council.

If you are not the correct recipient of this email please advise the sender and delete.

Christchurch City Council
<http://www.ccc.govt.nz>

From: [REDACTED]
Sent: Wednesday, 25 January 2017 11:11 a.m.
To: Phillips, Claire
Cc: Patena, George
Subject: RE: Canterbury Migrants Centre

Perfect - look forward to speaking to George

Kate Sclater
Community Engagement Advisor
[REDACTED]

Level 1, 12 Hazeldean Road,
Hazeldean Business Park,
PO Box 1440, Christchurch 8140
[REDACTED]
ratafoundation.org.nz

-----Original Message-----

From: Phillips, Claire [mailto:[REDACTED]]
Sent: Wednesday, 25 January 2017 11:04 a.m.
To: Kate Sclater <[REDACTED]>
Cc: Patena, George <[REDACTED]>
Subject: Re: Canterbury Migrants Centre

I think a catch up about this would be helpful. Additionally we are keen to establish a cross funder get together about the refugee and migrant space. George is arranging. he give you a call on a jiffy. Great timing!!!cheers claire.

Sent from my iPhone

On 25/01/2017, at 10:52 AM, Kate Sclater <[REDACTED]> wrote:

Hi Claire and George

I wasn't sure which of you would have the best handle on this organisation.

We have an application in currently from an organisation based at the Migrants Centre and would like to know a bit more about how things are there. I haven't spoken to this organisation since their application to us last year and they have been through a restructure since. So I was wondering if one of you have more recent contact and could share with me the current context.

Also, Claire, I have a researcher calling me tomorrow, working for Todd Foundation. They are currently reviewing their previous grantees in the refugee/migrant space and are looking for some local perspectives about the Canterbury Migrants Centre. I know that when you came here for our 'get to know you' meeting, Claire, you mentioned you were interested in research along these lines. So would you be happy for me to pass on contact details and who might be best to talk to them.

Warm regards
Kate

Kate Sclater

Community Engagement Advisor

ddi 03 [REDACTED]

<image001.png><https://urldefense.proofpoint.com/v2/url?u=http-
3A_ratafoundation.org.nz_&d=DwMFAg&c=ol34lRufEOKZ9toPdHP0rw&r=7pGYt8aclVCL5VwhDfcqDU5i9OIYvuqxVnceOley6J0&m=ATxc_jpSKbl8lw6OHzi8Kt8tUHfi4dTk1s6OOHH10Y&s=Hy16uap2jWBX05Ps_Rm9lBQGIkpPW_GhOhGbWhl6w4o&e=>

Level 1, 12 Hazeldean Road,
Hazeldean Business Park,
PO Box 1440, Christchurch 8140

[REDACTED]
ratafoundation.org.nz<https://urldefense.proofpoint.com/v2/url?u=http-
3A_www.ratafoundation.org.nz_&d=DwMFAg&c=ol34lRufEOKZ9toPdHP0rw&r=7pGYt8aclVCL5VwhDfcqDU5i9OIYvuqxVnceOley6J0&m=ATxc_jpSKbl8lw6OHzi8Kt8tUHfi4dTk1s6OOHH10Y&s=raTX31h_lC_pypKfGfJBfMgB3GDZalTszwEp4XxmsY&e=>

<image002.png><https://urldefense.proofpoint.com/v2/url?u=http-
3A_www.facebook.com_ratafoundation&d=DwMFAg&c=ol34lRufEOKZ9toPdHP0rw&r=7pGYt8aclVCL5VwhDfcqDU5i9OIYvuqxVnceOley6J0&m=ATxc_jpSKbl8lw6OHzi8Kt8tUHfi4dTk1s6OOHH10Y&s=n39_hePVIK2IO5uv5kydSeqTM3PIzT_qcH5b9yeOw&e=>

<image003.png><https://urldefense.proofpoint.com/v2/url?u=http-
3A_twitter.com_Louisee44&d=DwMFAg&c=ol34lRufEOKZ9toPdHP0rw&r=7pGYt8aclVCL5VwhDfcqDU5i9OIYvuqxVnceOley6J0&m=ATxc_jpSKbl8lw6OHzi8Kt8tUHfi4dTk1s6OOHH10Y&s=taa54tdjpRTSL0d9HkacwAswANQKXulUI4UpamiZ_U&e=>

.....
This electronic email and any files transmitted with it are intended solely for the use of the individual or entity to whom they are addressed.

The views expressed in this message are those of the individual sender and may not necessarily reflect the views of the Christchurch City Council.

If you are not the correct recipient of this email please advise the sender and delete.

Christchurch City Council
<http://www.ccc.govt.nz>
.....

From: Phillips, Claire
Sent: Wednesday, 26 April 2017 8:25 p.m.
To: 'Ann O'Connor'
Subject: RE: Cauty Migrants Centre

Thank so much for getting back to me Ann
Sorry for delay...that's helpful J

Claire Phillips

Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street
DDI: [REDACTED]
email: [REDACTED]

Everyone's Christchurch
Placing community at the heart of Council activity

From: Ann O'Connor [mailto:[REDACTED]]
Sent: Monday, 24 April 2017 10:55 a.m.
To: Phillips, Claire <[REDACTED]>
Subject: Cauty Migrants Centre

Hi Claire

I've just had a look at the funding requests for the centre, and over the past two years:

- April 2015 – Lottery Community - \$35,000 approved
- May 2015 – Office of Ethnic Communities – Settling In fund – declined – “The request does not align as closely with the funding criteria and eligibility.” (Sorry about the bad grammar! This is what was written by whoever did that one.)
- Nov. 2015 - Office of Ethnic Communities – Settling In fund – \$2,000 approved
- March 2016 – Lottery Community - \$75,000 approved
- Aug. 2016 – COGS - \$5,000 approved
- Nov. 2016 - Ethnic Communities Development Fund – declined – “your request does not align as closely with the fund priorities and purpose as other requests considered at the meeting”

Here is the list of the next funding dates. COGS is currently open, and Lottery opens on 24 May.
<http://www.communitymatters.govt.nz/Funding-and-grants---Closing-and-meeting-dates>

Julia would be the best person to talk to about what may or may not happen with regard to our funds. She'll be back in the office on Thursday.

(I hope wee Elijah and parents are doing well, and I hope you had fun loading up the trailer yesterday.)

Ann

[Community Operations South Island - Department of Internal Affairs](#)

Ann O'Connor | Community Advisor | Community Operations

[REDACTED]
[REDACTED] | www.communitymatters.govt.nz

christchurchdiafunding@dia.govt.nz

Join us on Facebook



(Please note: I work part-time, 20 hours/week. I generally work four 5-hour days, excluding Thursdays.)

From: Phillips, Claire
Sent: Monday, 1 May 2017 5:18 p.m.
To: Pursey, Mike; Patena, George
Subject: Re: Funding query - Migrants Centre

Yes

Sent from my iPhone

On 1/05/2017, at 3:49 PM, Pursey, Mike <[REDACTED]> wrote:

Hi George. As far as I'm aware there is no change being discussed re drf opening etc. So as normal I expect drf will run along the financial year timeline ie open 1 July...

Claire - would you say this is safe info to pass on to the group?

Cheers

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: "Patena, George" <[REDACTED]>
Date: 1/05/17 3:40 PM (GMT+12:00)
To: "Pursey, Mike" <[REDACTED]>, "Phillips, Claire" <[REDACTED]>
Subject: Funding query - Migrants Centre

Hello to you both,

I have received the following enquiry from Canterbury Migrants Centre Trust regarding funding dates, "more specifically if there is a date for the opening of the of the 2017/18 DRF fund (and more precise than June/July)? The date would be a material difference to the decision regarding the CMCT options". - George Clarke

Any advice or information is greatly appreciated.

Thank you

George Patena - Metropolitan Community Advisor
Community Support, Governance and Partnerships Unit | 53 Hereford St Christchurch P.O. Box 73016 | 03 [REDACTED] [REDACTED] [REDACTED]

From: Vallero, Ester
Sent: Tuesday, 26 July 2016 3:58 p.m.
To: Phillips, Claire
Subject: RE: Migrant Centre and consultation on the multicultural strategy

Thanks Claire I won't send any more messages to the Migrant Centre without checking with you, I understand where you're coming from. Yes it's a bit disappointing, but consistent with their lack of interest in the discussion over the multicultural strategy from the very beginning, I got in touch with them every time before several MWP meetings, to get their input in the topic that was going to be discussed - same as I was doing with other key partners/stakeholders, and apart from the very first time, they never found time to contribute to those discussions.
Cheers,
Ester

From: Phillips, Claire
Sent: Tuesday, 26 July 2016 3:31 p.m.
To: Vallero, Ester
Subject: RE: Migrant Centre and consultation on the multicultural strategy

Absolutely, I agree we can work in a different way and should. It's just we are in the middle of funding at present and we need to be careful we don't raise the expectations of community during this period. It's always a balance. On the basis of the staff recommendation that may alter how we work with them in future.

On another note it's disappointing that the MC haven't done a submission or got back to you either. Thanks for trying again.
Cheers
Claire

From: Vallero, Ester
Sent: Tuesday, 26 July 2016 1:27 p.m.
To: Phillips, Claire
Subject: RE: Migrant Centre and consultation on the multicultural strategy

Isn't there scope to continue working with the MC in a different way, supporting the activities and functions of the centre that work, even if we do not fund others?

I am hopeful about Hagley and the Migrant Centre discussing about potential for collaboration and space sharing, I think it would be a fantastic outcome for Christchurch migrants, particularly newcomers.

The Migrant Times is an initiative that I would recommend the Council continue to support. It has been very well received and has potential to increase the communication from CCC and others with migrant and refugee communities and promoting the exchange of information about the different cultures and communities in Christchurch among the wider resident population.

I am sending all key groups reminders about the end of consultation, so that they know they still have an opportunity to feed back. I was at the MC in person this morning and Kevin had no idea if they were going to do a submission or not, Henry wasn't there and he has not responded to other emails asking the same thing, so I thought I could just let the Board know, at least they are aware that they still can do it, and if they chose not to, it's not for lack of communication from our side.

I had a chat with George about this email before sending it, but I will check with you next time.
Ester

From: Phillips, Claire
Sent: Tuesday, 26 July 2016 1:15 p.m.
To: Vallero, Ester
Subject: RE: Migrant Centre and consultation on the multicultural strategy

Hi ester....I am wondering if the last statement you make is helpful in light of what we have recommended to the funding committee?

From: Vallero, Ester
Sent: Tuesday, 26 July 2016 1:09 p.m.
To: [REDACTED]
Cc: 'Henry Jaiswal'; Patena, George; Phillips, Claire
Subject: Migrant Centre and consultation on the multicultural strategy

Morena koutou,
I hope you are all well, we haven't met all together for a very long time.

I was wondering if the Migrant Centre would like to do a submission to the Multicultural strategy.
Public consultation ends this Sunday the 31st of July, so there is still time, if you want.

Don't hesitate to get in touch if you need more information about this.
Apologies if you have already sent feedback and I haven't yet come across it!

I asked Henry over the past year to be invited to one of the Migrant Centre board meetings, to talk about how the Migrant Centre and Council can work together, and the Centre plans for the future.

Should there be an opportunity, please let George Patena or myself know, we are very keen to have this conversation and continue working with the Migrant Centre to support Christchurch migrants and culturally diverse communities.

Kind regards,
Ester

From: Wolfreys, Lester
Sent: Wednesday, 24 May 2017 6:37 p.m.
To: Phillips, Claire
Subject: RE: Migrant centre decision

Thanks Claire. Sounds like a sensible decision. Agree we need to support them through the process and help manage the comms. Talk tomorrow.

Lester Wolfreys

Head of Community Support, Governance & Partnerships Unit Customer & Community Group

DDI: [REDACTED]
Fax: [REDACTED]
Cell: [REDACTED]
Web: www.ccc.govt.nz

Christchurch City Council
53 Hereford Street, Christchurch, 8011
PO Box 73016, Christchurch, 8154

Everyone's Christchurch
Placing community at the heart of Council activity

-----Original Message-----

From: Phillips, Claire
Sent: Wednesday, 24 May 2017 6:35 p.m.
To: Wolfreys, Lester <[REDACTED]>
Subject: Migrant centre decision

Hi Lester

Just wanted to give you a heads up that the migrant centre decided yesterday afternoon at their board meeting to wind up. I met briefly with George Clark before he told his staff of the decision. He wishes to manage the comms around this from their perspective but I wanted to alert you. Jimmy Chen is also aware. I have offered George Clark support to relocate the Migrant times and help with where their social activities programme could continue to be delivered (under another umbrella) perhaps. It's important we support them through this process if required. I am not sure what angle the Migrant Times are going to take but I think a council response will be required when it goes public. Happy to discuss further tomorrow.

Cheers claire

Sent from my iPhone

From: Phillips, Claire
Sent: Thursday, 23 March 2017 11:31 a.m.
To: George Clark
Subject: Re: Migrant Centre DRF application- Declined letter

No problem. We will make sure it's changed
Cheers Claire
Sent from my iPhone

On 23/03/2017, at 11:16 AM, George Clark <chc.migrant@gmail.com> wrote:

Hi Claire,
Yes my mistake. I was using that address when I actioned the application. In Nov/December. Later on I got the george@ccc.govt.nz email operational. This is now the official email to get me. My mistake. I should have notified the people at FundForce.
Regards
GC

George Clark | Managing Trustee
Canterbury Migrant Centre Trust
146 St. Asaph Street
P.O. Box 634, Christchurch 8140
Telephone (03) [REDACTED] | Msc [REDACTED]
Website: www.migrantcentre.org.nz

The Canterbury Migrant Centre is kindly funded by the Christchurch City Council, B&S Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Te Biri Foundation and The Office of Ethnic Communities.

<image001.jpg>

Good planets are hard to find - please consider the environment before printing this email.

CAUTION: This email message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient, thank you.

From: Phillips, Claire [mailto:[REDACTED]]
Sent: Tuesday, 21 March 2017 9:31 AM
To: George Clark
Subject: Migrant Centre DRF application- Declined letter

Hi George
I see your contact details are as below. If this is not correct I will ask the funding team to update.
Cheers
Claire

Hi,

The letter advising was sent to [REDACTED] on 15 February. This is the email address we have listed as the main contact in FundForce for George.

Thanks,

Mike Pursey
Team Leader Community Funding
Community Funding Team
Community Support, Governance and Partnerships Unit

DDI [REDACTED]
[REDACTED]

Web www.ccc.govt.nz

Christchurch City Council
City Offices, 53 Hereford Street, Christchurch
PO Box 73016, Christchurch, 8154

Please consider the environment before printing this email

This electronic email and any files transmitted with it are intended solely for the use of the individual or entity to whom they are addressed.

The views expressed in this message are those of the individual sender and may not necessarily reflect the views of the Christchurch City Council.

If you are not the correct recipient of this email please advise the sender and delete.

Christchurch City Council
<http://www.ccc.govt.nz>

From: George [REDACTED]
Sent: Thursday, 25 May 2017 1:37 p.m.
To: Phillips, Claire
Subject: RE: Migrant Centre

Kia ora Claire,

Thanks so much for your support. I will get back to you over the next couple of days regarding our circumstances around all that stuff.

Appreciated,
GC

From: Phillips, Claire [mailto:[REDACTED]]
Sent: Thursday, 25 May 2017 12:13 PM
To: 'George Clark'
Subject: Migrant Centre

Kia ora George

I am just following up on our conversation earlier this week regarding the Migrant Centre board's decision to wind up. I would again like to offer our support to you in this process, particularly any support we can offer with the Migrant Times and Jane's programmes.

Please let me know if there is anything you need and were happy to assist. I was also wondering if you may need somewhere to store furniture for a time? I'd be happy to look into whether we have any space at our distribution centre.

Cheers
Claire

Claire Phillips
Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street
DDI: [REDACTED]
email: [REDACTED]

Everyone's Christchurch
Placing community at the heart of Council activity

This electronic email and any files transmitted with it are intended solely for the use of the individual or entity to whom they are addressed.

The views expressed in this message are those of the individual sender and may not necessarily reflect the views of the Christchurch City Council.

If you are not the correct recipient of this email please advise the sender and delete.

Christchurch City Council
<http://www.ccc.govt.nz>

From: Galloway, Anne
Sent: Sunday, 14 May 2017 8:14 pm
To: Philip, Claire
Subject: Re: Migrant centres

Hi Claire
Thanks for the update, and yes... such a difficult way to spend a Saturday. What an exciting day we've had!
A great idea to have a picnic at the camp.
Thanks for all you do.
Anne

Anne Galloway
City Council
Edinburgh West
City of Edinburgh Council
Anne.Galloway@cityofedinburgh.gov.uk
Phone: 0131 557 3771

On Sat, May 13, 2017 at 5:52 PM +1200, "Philip, Claire" <Philip.Claire@cityofedinburgh.gov.uk> wrote:

Hi Anne
Further to our discussion this afternoon, I understand the migrant centre are going to apply to the council's Discretionary Fund from 1 July as they haven't yet made any decisions about closing. We will undertake to meet with them next week and we'll put a report when together to Council and the sub-committee early next week. A very nice way to spend a Saturday today. So pleased to see what working on the implementation - will be in touch. Regards Claire
Claire

From: Phillips, Claire
Sent: Tuesday, 20 June 2017 12:05 p.m.
To: Pachnatz, Emma; Wolfreys, Lester
Subject: Re: Press Article on Canterbury Migrant Centre closure

Hi Emma and Lester

Can you ask Mike to get the breakdown please.

Council is committed to supporting new migrants to settle and integrate into Christchurch life. There are a wide range of ways Migrants receive information at support through the Settlement Support NZ service at Citizens Advice Bureau, Libraries, employer initiatives, sporting clubs. Council is particularly interested in supporting organisations and initiatives that work with all cultures and ethnicities to deliver equitable services.

The Migrant Centre made the decision to cease trading and alerted council to that fact. They had an active funding application in at the time.

Council had attempted to work with the centre to address concerns over the organisations long term sustainability and delivery approach for some time.

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: "Pachnatz, Emma" <[REDACTED]>
Date: 20/06/17 11:28 AM (GMT+12:00)
To: "Phillips, Claire" <[REDACTED]>
Subject: FW: Press Article on Canterbury Migrant Centre closure

Hi Claire

I understand you are unwell today? However are you able to assist with the media request below or point me in the right direction who to ask. Ruby is here at Civic would she be able to assist?

Regards

Emma Pachnatz

Personal Assistant to Lester Wolfreys
Head of Community Support, Governance & Partnerships Unit
Customer & Community Group

DDI 03 [REDACTED]
Cell [REDACTED]
Web www.ccc.govt.nz
Christchurch City Council
Civic Offices, 53 Hereford Street, Christchurch, 8011
PO Box 73016, Christchurch, 8154

Everyone's Christchurch
Placing community at the heart of Council activity.

Please consider the environment before printing this email.

From: Murphy, Emily
Sent: Tuesday, 20 June 2017 11:25 a.m.
To: Wolfreys, Lester <[REDACTED]>; Pachnatz, Emma <[REDACTED]>
Subject: FW: Press Article on Canterbury Migrant Centre closure

Hi Emma- is this one for Lester? We will need a response by 4pm today?

From: [REDACTED]
Sent: Tuesday, 20 June 2017 10:55 a.m.
To: Murphy, Emily
Subject: Press Article on Canterbury Migrant Centre closure

Hi Em,

Hope your week is off to a good start.

I am writing an article on the closure of the Canterbury Migrant Centre.
I understand they ultimately ran out of funding.

Can you please tell me how much money the CCC gave to the Canterbury Migrant Centre trust, since its inception in 2010 - and broken down to how much was granted each year?

Secondly, there has been a claim made that the CCC and MSD appear no longer interested in supporting the organisation tasked with settling new migrants in to the community. Would love this to go to the relevant person, for a response.

Please feel free to add anything further.

Looking forward to hearing from you before deadline 4pm today.

Thanks ■

--

Press House, 158 Gloucester St, Christchurch 8011, Private Bag 4722, Christchurch 8140, New Zealand

**Please note my last day at The Press is June 30.*



From: Chen, Jimmy
Sent: Thursday, 25 May 2017 9:13 p.m.
To: Phillips, Claire
Subject: Re: Requesting for interviews and Migrant Centre

Thank you Claire for your additional information.

I agree with you that due to we have been advised of the closure of the Migrant Centre informally, So it's not necessary to share this informal information with my fellow Councillors who are in the Multicultural Working Group at the moment, until we received the information from the Migrant Centre directly.

By the way, can you please tell me

- 1, Where is Surinder's presentation? Did you see his presentation at the moment? I asked Liz Riley on Monday to engage with Surinder send the presentation material to us before the presentation; however, I have not yet receive this document up to now.
- 2, What is the working group's recommendation after listening to Surinder's presentation? Can you please tell me what is your point of view? Especially the Migrant Centre is to be closed, Christchurch Multicultural Centre will be one of key stakeholders to promote cultural diversity in Christchurch, our relations will be more closely from now on. Thanks.

Regards,

Jimmy

Jimmy Chen
City Councillor
Hornby Ward
Chair-Multicultural Subcommittee
Chair-International Relations Working Group
Christchurch City Council
Jimmy.chen@ccc.govt.nz
Phone : 021 134 1673

On 25/05/2017, at 7:50 PM, Phillips, Claire <[REDACTED]> wrote:

Hi Jimmy

I will talk to Kath Jameson , Manager of the Monitoring and Research Team tomorrow about getting some statistics for your interview etc.

Also, I would like to alert you to the fact that the Multicultural Council may bring up the closure of the Migrant Centre tomorrow at the sub-committee meeting.

Whilst the Multicultural Council is entitled to bring up issues of importance, my advice to you would be to:

1. Acknowledge that we have been advised of the closure of the Migrant Centre informally and it would be difficult to comment further.
2. We are awaiting a formal announcement from their board.
3. Clarify that the reason for their deputation is to specifically hear about the work of the Multicultural Council.

I have not informed Mike Davidson, Anne Galloway or Glen Livingstone of the Migrant Centre closure so it would be good to brief them prior to the sub-committee meeting. I am not sure of you have passed this information on to them.

The funding issues of the centre and concerns about their efficacy has been of concern to many funders for a long period of time and Council is only 1 such funder. This was acknowledged by George Clark himself when I met with him on Wednesday this week.

I have offered support to the Migrant Centre with their winding up and it has been received positively.

Kind regards
Claire

Claire Phillips
Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street
DDI: [REDACTED]
email: [REDACTED]

Everyone's Christchurch
Placing community at the heart of Council activity

From: Chen, Jimmy
Sent: Thursday, 25 May 2017 4:36 p.m.
To: Phillips, Claire <[REDACTED]>
Subject: Re: Requesting for interviews

Thank you for your reply Claire, [REDACTED] he prefer to interview me within a week, and I would like to have the sufficient information to digest and accept his interview, thanks.

By the way, who is the key person for the eResearch and Monitoring team, can you please engage with them on my behalf ASAP, many thanks.

Regards,

Jimmy

Sent from my iPad

On 25/05/2017, at 4:07 PM, Phillips, Claire <[REDACTED]> wrote:

Hello Jimmy
Sorry I haven't got back to you. I have been out of the office.
I have looked at the questions below which are HUGE and very complex and require quite a bit of research and time to compile. When do you need to talk with Michael?
It would be good to talk to our Research and Monitoring team about this as they will have some specific answers and statistics that I don't have.
Can you please let me know when you would need your advice by?
Kind regards
Claire

Claire Phillips

Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council
Level 6, 53 Hereford Street
DDI: [REDACTED]
[REDACTED]
email: [REDACTED]

Everyone's Christchurch

Placing community at the heart of Council activity

From: Chen, Jimmy
Sent: Thursday, 25 May 2017 3:18 p.m.
To: Phillips, Claire <[REDACTED]>
Subject: Fwd: Requesting for interviews

Hello Claire,

I sent an email to you yesterday, I am not sure if you receive it? Can you please confirm with me? Thanks.

Regards,

Jimmy

Begin forwarded message:

From: "Chen, Jimmy" <Jimmy.Chen@ccc.govt.nz>
Date: 24 May 2017 at 3:09:14 PM NZST
To: "Phillips, Claire" <[REDACTED]>
Subject: Fwd: Requesting for interviews

Kia Ora Claire,

Cashmere High School Year 10 student [REDACTED] who would like to interview me and Glenn re the poverty in Christchurch issue for the Cambridge Assessment, due to I am the multicultural background Councillor, his questions are as follows.

By the way, Joss who told me that you are the best person can help me get those answers before I undertake the interview, many thanks for your help.

Regards,

Jimmy

Jimmy Chen
City Councillor
Hornby Ward
Christchurch City Council
Jimmy.chen@ccc.govt.nz
Phone : 021 134 1673

Begin forwarded message:

From: "Ritchie, Jocelyn" <[REDACTED]>
Date: 24 May 2017 at 2:52:51 PM NZST
To: "Chen, Jimmy" <Jimmy.Chen@ccc.govt.nz>

Subject: RE: Requesting for interviews

Hi Jimmy

I would start with Claire Phillips, as she is the Manager Community Support.

Good luck!

Joss

The best person From: Chen, Jimmy
Sent: Wednesday, 24 May 2017 2:32 p.m.
To: Ritchie, Jocelyn
Subject: Fwd: Requesting for interviews

Hello Joss,

Cashmere High School Year 10 student [REDACTED] [REDACTED] who would like to interview me and Glenn re the poverty in Christchurch issue for the Cambridge assessment, their questions are as follows.

Can you please tell me whom I can contact with in the Council get the proper answers re those questions before the interview? Many thanks.

Regards,

Jimmy

Jimmy Chen
City Councillor
Hornby Ward
Christchurch City Council
Jimmy.chen@ccc.govt.nz
Phone : 021 134 1673

Begin forwarded message:

From: "Ch'ng, Mabel" <[REDACTED]>
Date: 24 May 2017 at 1:19:17 PM NZST
To: "Chen, Jimmy" <Jimmy.Chen@ccc.govt.nz>, "Livingstone, Glenn" <Glenn.Livingstone@ccc.govt.nz>, "Clearwater, Phil" <Phil.Clearwater@ccc.govt.nz>
Subject: FW: Requesting for interviews

Hi All

These are the questions from Michael.
Kind regards

Mabel

From: [REDACTED]
Sent: Wednesday, 24 May 2017 12:17 p.m.
To: Ch'ng, Mabel <[REDACTED]>
Subject: Re: Requesting for interviews

Questions:

Do you think poverty is a major problem in Christchurch? Why/Why not?

How many people do you believe are in poverty in Christchurch?

Where do you think poverty is the worst in Christchurch?

What do you think is being done about poverty in Christchurch?

Do you think that Christchurch has a major problem with poverty compared to the rest of the country? Why/Why not?

What is your opinion on the way poor people are treated?

Do you think the earthquakes affected poverty in Christchurch? If so what effects do you think it had on poverty.

Do you think that the earthquakes caused an increase in poverty in Christchurch? Why/Why not?

Teacher Contacts:

[Redacted]

On 24 May 2017 at 12:11, Ch'ng, Mabel [Redacted] wrote:

Hi [Redacted]

As spoken on the phone, could you please furnish me with more information on the purpose of requesting for the interviews and type of questions you would like to ask. Also could you please let me have the name and contact details of your teacher incharge.

Thanks and kind regards

Mabel Ch'ng
Councillor Support Officer

[Redacted]
[Redacted]
[Redacted]
Christchurch City Council
P.O. Box 73016, Christchurch 8154
Civic Offices, 53 Hereford Street, Christchurch 8013



Please consider the environment before printing this email

This electronic email and any files transmitted with it are intended solely for the use of the individual or entity to whom they are addressed.

The views expressed in this message are those of the individual sender and may not necessarily reflect the views of the Christchurch City Council.

If you are not the correct recipient of this email please advise the sender and delete.

Christchurch City Council
<http://www.ccc.govt.nz>



From: Phillips, Claire
Sent: Tuesday, 11 April 2017 7:13 p.m.
To: 'George Clark'
Subject: RE: Resilience Fund letter

Thank you George

I will follow up and see what's happening

Nice to see you at the African event the other night.

Cheers

Claire

[Claire Phillips](#)

Manager - Community Support Team
Community Support, Governance and Partnerships Unit
Customer and Community Group
Christchurch City Council

Level 6, 133 Hereford Street

DOI: [REDACTED]

[REDACTED]

email: [REDACTED]

Everyone's Christchurch

Placing community at the heart of Council activity

From: George Clark [<mailto:chh.migrant@gmail.com>]

Sent: Friday, 7 April 2017 2:35 p.m.

To: Phillips, Claire; [REDACTED]

Subject: Resilience Fund letter

Hi Claire,

Sorry for the delay in sending this over to you. The Resilience Fund letter of application through Nicky Wagner's office is attached. Please note that we took this approach at Nicky's suggestion.

Regards

GC

George Clark | Managing Trustee

Canterbury Migrants Centre Trust

146 St. Asaph Street

P.O. Box 856, Christchurch 8140

Telephone: (03) [REDACTED] | Mobs [REDACTED]

Website: www.migrants.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.

 Good planets are hard to find - please consider the environment before printing this email.

CAUTION: This email message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient, thank you

From: Vallero, Ester
Sent: Friday, 8 July 2016 12:47 p.m.
To: Phillips, Claire; Patena, George
Subject: RE: SCF funding- Report required urgently on the Migrant Centre

Kia ora,
Thank you for the update Claire.

George I left a message on your phone. I'm happy to help with the report, I have lots of background information that can help. Give me a call and we can talk on the phone, or send me the report and I can add some comments with track changes, then you can use what you want and leave what you don't. I take my iPad with me so I can work on this one, if you want.

Cheers,
Ester

From: Phillips, Claire
Sent: Friday, 8 July 2016 11:56 a.m.
To: Vallero, Ester; Patena, George
Subject: SCF funding- Report required urgently on the Migrant Centre
Importance: High

Hi Guys

As you are aware we have had a major problem with funding this year and have had to find savings quickly in order for us to go to the PX meeting on 29 July with a zero budget (A large overspend in SCF and \$18,000 over spend in SGF). In the recent DRF reshuffle, Mary had taken some of our Metro SGF to put into DRF. This was after we had had ur staff collaboration. This then left us with an overspend in the SGF too.

The issue we are now facing is that this was not reported to staff that they would have to find additional savings in the SGF. As a result this created the issues we are now currently faced with.

We have gone through a number of groups and Richard Attwood Unit Manager from Events and myself have made some tough calls.

Of interest to you two is that I have recommended that we make the Migrant Centre a Priority 3 thus saving \$35,000. This is a contentious decision and one that I will front at the Council table. The staff may wish to overturn this and I am fine with that but they can find the savings.

However, I do need the background paper as soon as possible in order to be able to accurately outline the current situation

George, have you approached Judi Altinkaya at Immigration yet to get their position statement about the funding Migrant Centre's around the country? I need to be armed with as much data as possible before 29 July.

Also the following are the recommend cuts to the SCF. These are based on what they got last year and the large increases in some instances where this has not been the case for any other group. Additionally Mary has directed us to fund the Major org's at the level of what they got last year. This has meant the \$189,00 over spend is now larger!!!!

Current SCF overspend: \$not quite sure but bigger than \$189,000			
Organisation	Current Recommendation	New Recommendation	Saving
Fabiko Trust	35,000	Decline	35,000
Science Alive	80,000	40,000	40,000
CSO	330,000	285,000	45,000
Neighbourhood Support	80,000	60,000	20,000
Ferrymead	150,000	145,000	5,000
Migrant Centre	35,000	Priority 3	35,000
Rehua Marae	50,000	40,000	10,000
Otautahi Creative Spaces	40,000	20,000	20,000
Total Savings			210,000

We have also agreed to a 10% cut across the small grants to bring us in under budget there.

Thanks for your understanding with this...it has not been an ideal process.

Please let me know when I can expect the Migrant Centre Report.

Cheers
Claire

From: Vallero, Ester
Sent: Friday, 9 September 2016 12:38 p.m.
To: Patena, George; Gunby, Karla; Toase, Emily
Cc: Phillips, Claire
Subject: RE: Wigram Skies Club

Kia ora koutou,
Just a wee line to keep George Patena up to speed J

Riccarton Wigram is looking at funding the Migrant Centre for activities Jane Song (Migrant Centre staff) holds in Wigram skies, conversational English and social activities, targeting mostly elderly people from the Chinese community.
George Clarke informed Karla that they have gone through some changes, Henry Jaiswal is not around anymore and George Clarke is now more involved with the Centre.
They told Karla that they are moving away from the one-stop-shop concept and moving to providing outreach services like the classes Jane Song organises.
I have not heard from George Clarke at all and got no communication about these changes, but maybe George Patena has, and he can catch up with you all about it when he's back.

Jane Song is reluctant to charge koha for these classes, or ask the participants to contribute with a plate of food. She maintains that the participants are vulnerable to social isolation and mental health problems and they should be fully supported, and provided with free services. I agree with Karla that though it is great that these activities happen, these are NOT people from deprived socio-economic background, and it is not reasonable to expect that Council provides a free service to them.

Karla and Emily are suggesting that Council pays the venue hire for a couple of these weekly activities, and the participants get more involved either contributing with some koha, or with some food, to provide refreshments and pay for additional costs.

I suggested as another option to consider for Jane/George Clarke to get in touch with Hagley college that gives free access to the school facilities including their gym, to other groups (Russian, Afghan, etc.) for cultural and social activities.

Karla/Emily, when George Patena is back you can chat with him about metro funding to the Migrant Centre. Their application for the manager's salary was declined, and there is potential for some funds to be used for a review of the Centre, including their strategic direction, funding and sustainability - this is NOT information to share with the Migrant Centre at this stage, it needs more planning on our side first, and a discussion with them about whether they would be interested in this process.

Thanks heaps Emily and Karla for getting in touch about Wigram Skies!

Can you keep the conversation going later on with George Patena, it's important be all on the same page about the Migrant Centre so we don't contradict each other or go in many different directions with them.

Cheers,
Ester

From: Toase, Emily
Sent: Monday, 5 September 2016 12:05 PM
To: Patena, George
Subject: Wigram Skies Club

Hi George,

Karla and I have just met with Jane from the Migrant Centre to try and work through the budget for Wigram Skies Club.

Could we meet with you to catch up on where you're at with the Migrant Centre? From what we understand from Jane, most of her programmes are now in the Riccarton/Wigram ward and we need to get some clarity around what we funding we will/might offer them once the contract has ended this month.

Karla and I are free Thursday if you would be available to meet us then.

Many thanks

Ngā mihi

Emily Toase

Community Recreation Advisor
Community Support, Governance & Partnerships Unit



Christchurch City Council
Fendalton Service Centre, 4 Jeffreys Road, Christchurch
PO Box 8051, Christchurch, 8154

Please consider the environment before printing this email

<image001.jpg>

From: George Clark - [REDACTED]
Sent: Friday, 7 April 2017 2:35 p.m.
To: Phillips, Claire
Subject: Resilience Fund letter
Attachments: Nicky Wagner letter v2.doc

Hi Claire,
Sorry for the delay in sending this over to you. The Resilience Fund letter of application through Nicky Wagner's office is attached. Please note that we took this approach at Nicky's suggestion.
Regards
GC

George Clark | Managing Trustee
Canterbury Migrants Centre Trust
160 St. Asaph Street
P.O. Box 816, Christchurch 8140
Telephone: (03) [REDACTED] Mob: [REDACTED]
Website: www.canterburymigrants.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Bata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.



Good planets are hard to find - please consider the environment before printing this email.

CAUTION: This email message and accompanying attachments or data may contain information that is confidential. If you are not the intended recipient, you are notified that any use, alteration, dissemination, distribution or copying of this message or data is prohibited. If you have received this email message in error, please notify us immediately by return email and delete all copies of this message and attachments from your system. Virus scanning is recommended and is the responsibility of the recipient. Thank you.



301 Tuam St
Central City
Christchurch 8011
Phone (03) 366 1315
Email manager@cmctrust.org.nz
THE MIGRANT TIMES
Phone (03) 366 1379

2nd March, 2017

Honourable Nicky Wagner
Minister of Customs
M.P. for Christchurch Central
103 Salisbury Street
P.O. Box 21359
Christchurch

Dear Nicky,

I am writing to you following our discussion earlier this week during your hosting of Kanwaljit Singh Bakshi's meeting at Christchurch Community House.

As discussed, the Canterbury Migrant Centre Trust (CMCT) does wish to take up your suggestion to apply for a grant to the Community Resilience Fund launched on the 28th of February, 2017. In support of our application I have described below how over the past year we have changed the way we operate as an organisation to ensure that we are able to support and strengthen community resilience, social connectedness and participation, all factors critical to the wellbeing of our migrant and refugee citizens and residents in Christchurch.

Activity Based Sessions – Building Connections and Participation

In September 2016 we restructured the CMCT and ceased the then 'One-Stop-Shop' model of operation. The new operating model we have adopted is the provision of activity based sessions and programmes delivered close to where people live and around which other services and promotions (E.G. health promotion) can be incorporated. We developed this mode of operation for one programme after receiving Red Cross Earthquake Recovery funding in 2015/2016. Given the success of this programme in attracting people out of isolation and connecting them to enjoyable and healthy participation in group activity with people with whom they can converse, we are far better able to ensure our goal of health and wellbeing for all migrant people. The Red Cross funded programme proved effective in engaging with non-English speaking people in particular, and we have adopted the model for all our services. Red Cross funding concluded in December 2016.

We are currently running twelve weekly or twice weekly activity based sessions (i.e. Zumba, Tai Chi, Yoga, Chinese Square Dancing) through multiple venues in Wigram, Hallswell, Upper Riccarton, Westburn School and Addington attended by up to 30 participants per session. Total numbers attending per week have grown close to 300 with waiting lists in most localities without any promotion. Around each session we build conversational English language tutoring, health promotion, event promotion and other information important to participants and to the city. Waiting lists are building for these sessions initially attended by mainly older non English speaking Chinese migrants and now attended by Korean, Japanese, Thai, Vietnamese, Russian, Samoan, Sri Lankan, Italian, Filipino and a few Kiwi participants.

The CMCT also delivers Mothers and Babies sessions for 20 to 25 participants in collaboration with Plunket for migrant mums at the Addington Plunket facilities. In this case the activity is mum and baby care and also includes conversational English language training and the other information and promotional information as included in all activity sessions. We are planning home based parenting and support as funding comes available.

If we receive sufficient funding we plan to meet existing demand from people with very low or no English by opening a new venue in Halswell and collaborating with West Burn School to use their gym for sessions of up to 100 people per session per week.

Valuing Cultures Programme

This programme takes place monthly on Sundays in collaboration with Hagley College in their commercial kitchen. Two recipes from a different ethnic culture each week are chosen and up to 40 participants learn how to prepare, cook and consume the recipes. Recipes are chosen as those important and valuable because of the cultural values they underpin. This programme has proved very popular and engages people across all cultures participating and connecting together and learning about each other's cultural values. The programme has also been useful in helping older community members strengthen and underpin important cultural values for their children and grandchildren growing up in New Zealand. The programme is booked out each month by people from all cultures and backgrounds and is a great way to engage people in cross cultural activity. Funding this programme is a struggle and exists on what we can raise from our own sources each month.

The Migrant Times and Social Media

The Migrant Times was launched by CMCT as a social enterprise in June 2016 with a circulation of 5,000 throughout Canterbury and supported by a new web site. The Migrant Times Facebook and the Website social media sites have been making significant connections within and across migrant communities since June 2016. Facebook hits have grown to a total 9450 monthly and the web site is now seeing over 10,000 hits per month. It is notable that Kiwi breed people tend to read the newspaper while migrants prefer Facebook and the website. What is clear is that these new media outlets are contributing significantly to connectivity and participation for migrant and refugee people in Christchurch and enhancing cross cultural communication and understanding through the publication events , issues, articles and community and civic information.

While revenue is increasing through advertising finance is tight and additional finance is needed in the short term to break even. The Migrant Times is generating \$4,000 monthly in advertising revenue the total running costs are \$6,000 per month. To have some assurance over the next 12 months the CMCT is proposing a grant of \$24,000 (i.e. \$2,000 per month) from the Resilience Fund to ensure that The Migrant Times is able to consolidate circulation and website development to be self-sustaining within 12 months.

Indicative Budget – Activity Based Programmes

The CMCT is currently maintaining delivery on very successful and popular activity based sessions and programmes and will by necessity need to close programmes and initiatives if supporting funding is not received. The following table is an indication of the funding required to maintain these operations over the next 12 months.

Activity Based Programmes		Valuing Cultures Programme	
Salaries	\$45,000	Salaries	\$13,000
Operational costs	\$12,000	Operational Costs	\$20,000
Sub Total	\$57,000	Sub total	\$33,000
The Migrant Times	\$24,000		
Combined Total	\$114,000		

The CMCT is appreciative of your support and we thank you for the opportunity to submit this proposal to support programmes and operations that we deliver to ensure that everyone in our city has the opportunity to connect and to participate.

Yours sincerely

George Clark
 Managing Trustee
 Canterbury Migrant Centre Trust
manager@cmctrust.org.nz



From: Vallero, Ester
Sent: Friday, 29 July 2016 2:28 p.m.
To: Phillips, Claire; Patena, George
Subject: update on Migrant Centre

Afternoon,
Quick update on the Migrant Centre.

Gaurav, editor of the Migrant Times, has come to have a wee chat about internal problems they're having.

Gaurav says Henry has alienated representatives from the migrant and refugee sector, all his colleagues and now the board. He says Henry tried to create problems for the Migrant Times, and to shut it down. The board has now decided to restructure the activities of the Centre around the newspaper.

Gaurav says Henry was influencing the board negatively in their relationship with others, including Council, but they have now verified information with other people outside the centre, and other MC employees, and have a different view .

Not clear how the Migrant Centre restructure is going to look like but it should be happening in the next few weeks.

I said once they have sort out their internal issues, we're keen to talk and understand where the Centre is at, and how to work with them. I also confirmed that Council is very supportive of the Migrant Times and I am very happy it is going to go ahead.

This confirms the lack of strategic direction and executive/governance problems we have been observing in the past year in the Migrant Centre.

Gaurav said there may be legal considerations in changing Henry's position in the Migrant Centre, and he asked to keep the information confidential, at this stage.

As I was writing to you, I got a call from George Clarke saying he has been busy, he was going to call me next week, and that they're doing an evaluation of the Centre.

I'll keep you informed if I get more news, and if there is a call for a meeting I will pass it to you.

Cheers,
Ester

Ester Vallero
Multicultural Community Development Advisor
Community Support Team
Community Support, Governance and Partnerships Unit
Everyone's Christchurch
Placing community at the heart of Council activity
Christchurch City Council
53 Hereford Street
Phone [REDACTED]

From: Case Manager <cmctrust.04@gmail.com>
Sent: Thursday, 27 April 2017 2:56 p.m.
To: Phillips, Claire
Subject: Venue hire

Hi Clare,

This is Jane Song from Canterbury Migrants Centre. It was great morning tea meeting yesterday. We are looking for venue for our Weekend programmes. There are around 30-35 people attend our Zumba class. Hope we can hire a community hall on Saturday or Sunday. Many thanks!

Best regards

--

Jane Song | Out reach co-ordinator
Canterbury Migrants Centre Trust
301 Tuam Street
, Christchurch 8011
Telephone (03) [REDACTED]
Website: www.migranthis.org.nz

The Canterbury Migrants Centre is kindly funded by the Christchurch City Council, Rata Foundation, NZ Lotteries, NZ Red Cross, Todd Foundation, Tindall Foundation and The Office of Ethnic Communities.



Good planets are hard to find - please consider the environment before printing this email.