



**Work and Income NZ**  
Te Hiranga Tangata

... Regional Plan for

# **Auckland North**

**2000/2001**



C O N T E N T S



Message from the Chief Executive.....	O N E
Regional Commissioner’s report.....	T W O
Our region.....	T H R E E
Our regional strategies.....	F I F T E E N
Objectives and key tasks.....	S E V E N T E E N
Achieving our key tasks.....	T W E N T Y   F O U R
Our community commitment.....	T W E N T Y   S I X
Consultation.....	T W E N T Y   S E V E N



## MESSAGE FROM THE CHIEF EXECUTIVE

I am very pleased to have the opportunity to introduce this Regional Plan to you. It is a summary of what we've achieved for this region during the year, but it is also a strategy for how we will be doing even better in future.

I am always very proud to be able to tell people about the Department of Work and Income's successes, and the hugely significant role our staff play in achieving that. I believe this Plan illustrates just how hard they have been working for the people of this region.

While highlighting the positive steps we've taken in the local labour market to really make a difference for those living and breathing the special nature of this region, this Plan also looks further ahead, to the goals we've set our sights on for the coming months. We are taking every opportunity we have to meet our commitment to help all New Zealanders achieve independence.

We are engaging with communities more than ever before. A strong foundation for our ability to do this is our regional flexibility strategy – local solutions to local needs.

Already we've seen good indicators that this focus will move us ahead very quickly in meeting the needs of the individuals who make this region the special place it is. As always, we will be closely focused on the local client base. We'll be organising our resources to target local needs in the most appropriate way for a particular area, or client group.

'Closing the Gaps' is also at the forefront in every case. The Department is in a special position to make a difference here, with our Maori and Pacific clients already a key target area for our specialised programmes to assist people in taking a full part in the economic, community and educational life of their locality.

I know this Plan sets the right challenges to meet the needs of this community, and I believe it demonstrates the special local understanding, knowledge and expertise our staff can offer.

Working together, and in local partnership, we can only have success.

CHRISTINE RANKIN



REGIONAL COMMISSIONER'S REPORT

As I plan for the coming year, it is timely that we look back at what was achieved last year and what we learned from our experiences.

The Auckland North region presents some unique challenges with a fast growing labour market on the North Shore, the 'can do' attitude of the community in West Auckland and growing area of Rodney, which is projected to grow to the size of Hamilton within 10 years.

Separate strategies are required for each of these areas, with the benefit of being able to develop local solutions to meet the unique challenges of each sub-region.

I am indebted to the mayors, enterprise agencies, council staff, community groups, local employment committees, Waipareira Trust, Pacific Island Advisory Board, training providers and beneficiary advocates, with whom I have had contact and who in some way have shaped the various plans we have developed together.

With the help of these collaborations and partnerships, the region has placed more than 5,000 job seekers into work (nearly 1,000 were Maori), the majority of which were permanent full-time positions.

More than \$2 million had been spent on targeted training programmes purchased specifically to meet the needs of the region's clients. More than 3,500 clients will have attended a development activity that will have led them closer to a job than before. More than 25% were Maori.

In the main, the service delivery to clients has been individual and there has been some specialisation, particularly for migrants on the North Shore and young people throughout the region. In Helensville, we have tried with some success to case manage whole families.

Developing their own business, for some clients, is a realistic option. Migrants, in particular, take up this option. 170 clients will have been helped into their own business by the end of this financial year.

The challenge for the coming year is to build on these foundations and learn from the past year. If there is any one thing I have learnt, it is that the closer the training is to a job, the greater the chance for a job seeker to be employed. Work-based training and specific skill training such as heavy traffic licenses have produced outstanding results. Collaboration between training providers rather than competition will see provider strengths used to help individual clients return to the workforce.

The strategies for building the capacity of the Maori, Pacific Peoples and migrant communities are a direct consequence of input from those communities synthesised with the practical day-to-day experience of my staff.

Partnerships and alliances with key stakeholders, Government agencies, community groups and the private sector will continue to need to be strengthened, with a particular focus on economic development. In addition, we must continue to provide services to all clients ensuring individual needs are met and correct benefit entitlements are received.

In order to ensure that this plan links to the strategic outcomes Government has in the employment area, attention has been given to ensuring that regional strategies are compatible with the three high-level Government employment goals of capacity, opportunity and matching.

Finally, all of these initiatives cannot happen without my managers and staff as well as our communities working together for the good of those whom we seek to help.



## OUR REGION



### Introduction

The Auckland North region covers the area west of Avondale and north to Wellsford, incorporating four regional authorities. The region has a mix of socio-economic and ethnic groups and a diverse labour market.

Auckland North consists of three distinct sub-regions – Waitakere, North Shore and Rodney. However, significant percentages of each area's labour force work outside the areas in which they live. As a result, economic influences in the greater Auckland region impact on these three local economies.

The following information has been compiled from Infometrics data and information from the Department of Work and Income, as well as feedback from employers, training providers, community groups and staff. This feedback was given through various consultation meetings and in a survey which covered growth industries, industries in decline, skills and qualifications needed for jobs, wider issues affecting employment as well as changes the Department can make to its services.

Most of those who took part in the consultation survey indicated that the retail trade would grow, both in the next 12 months and the next five years. The survey also identified communication services, cafes and restaurants, tourism and hospitality, manufacturing, education, health and community services as other growth industries. A quarter of those surveyed believed agriculture, forestry, fishing, Government administration and defence would decline in the next five years.

Everyone consulted agreed that the lack of an effective public transport system is one of the major issues that needs addressing to ensure employment opportunities can grow. A time use survey recently released by the Ministry of Women's Affairs and Statistics New Zealand found that paid workers spend an average of 44 minutes each day travelling to and from their workplace.

The three Auckland regions recognise the importance of working closely together and establishing collaborative partnerships and relationships across the sectors for the benefit of clients and communities.



## OUR REGION (cont)

### **Waitakere**

This sub-region includes Waitakere City and the Avondale ward of Auckland City. Waitakere's main industries are manufacturing, construction and retailing. These industries, along with health and education, provide most of the area's jobs. Other important industries are film and television production, viticulture, property services, defence forces and Government administration. Small businesses are an important feature of the local economy. The economy is under-represented in the fast growing sectors such as electronics, electrical goods and telecommunication equipment.

#### *Manufacturing*

Manufacturing makes up just under a quarter of the area's economy and after some difficult years, the industry's prospects are now positive thanks to a recovery in export markets and the lower New Zealand dollar.

Waitakere City's manufacturing sector is expected to grow by around 5% per year. A diverse range of manufacturing occurs in Waitakere, from light to heavy and from basic to highly processed production. Manufacturing tends to be on a small, localised scale. The manufacture of wood and metal products for building, plastics production, a tissue factory, boat building, clothing and footwear production are among the biggest providers of jobs in the sector.

Manufacturing growth will be slightly slower in Waitakere than in other parts of the Auckland region, because Waitakere is under-represented in the faster growing sectors such as electronics, electrical goods and telecommunication equipment.

#### *Construction*

The 'small business' character of Waitakere's economy is especially noticeable in the construction sector. The majority of construction employment is in house-building and associated trades, with house-builders and electricians the biggest groups by employment. However, commercial builders and contractors are also present.

The construction industry, which services the greater Auckland region, is likely to be affected by a predicted downturn in the housing market during the next year. Nevertheless, Waitakere's construction industry is expected to grow by an average of 4% per year over the three years to March 2002. In addition, there are a number of commercial developments in the pipeline such as expansion to the West City shopping mall, the redevelopment of the aquatic centre and a \$60 million investment in the Waitakere hospital. Transport, communication and storage are also expected to be growth areas.

#### *Retailing*

The retail trade sector employs 5,683 people in Waitakere, up by 4.1%. With a significant retail base, Waitakere has benefited more than most from the economic recovery and associated rise in household spending. A rising number of tourists, boosted by big events such as the America's Cup and the inclusion of the city in new regional tourist routes, has increased employment in these areas.



## OUR REGION (cont)

### *The people*

More than half of Waitakere City's residents work outside the city boundaries, meaning the area is affected by the economies of other Auckland regions. The nature of the local economy also means that many of the available jobs are low skilled and low paid.

A 3.5 to 4% economic growth rate is predicted in Waitakere City over the next three years. This is expected to be driven by population growth and manufacturing.

Waitakere City's population grew by 6.6% between June 1996 and June 1999. The city has been affected by a decrease in international immigration, but Statistics New Zealand estimates it will be the second fastest growing district in the Auckland region during the next 20 years. The area's population is young and ethnically diverse as follows.

- NZ Pakeha – 70%.
- Maori – 12%.
- Pacific Peoples – 11%.
- Asian – 7%.
- Other – 1%.

### **North Shore**

The main industries in the North Shore's economy are business and financial services, trade and hospitality, community, social and personal services as well as manufacturing. Real estate, information technology and insurance dominate the business and financial services sector while the wholesale trade is a significant part of the trade sector.

Most of the area's employment comes from the community, social and personal services, trade and hospitality, business and financial services as well as manufacturing industries. In recent years, there has been an increase in the number of part-time and shift work positions available in the area. Information collated by Enterprise North Shore shows about 85% of businesses on the North Shore employ fewer than six people.

Steady growth is expected for the North Shore's expanding economy during the next few years. Prospects are good for the information technology, legal and accounting industries, but a downturn in housing and a re-nationalisation of workplace accident insurance will impact upon real estate and insurance. Wholesalers should expect some growth from increasing import volumes although it might be offset by the trend in manufacturing to shorten supply chains.

Most employers surveyed felt that cafés and restaurants, communication services, tourism and hospitality as well as construction would grow in the next year. Tourism and hospitality, cafés and restaurants, and communication services were identified as the main growth industries in the next five years. More than half of the employers surveyed felt that manufacturing would decline in the next five years while more than a third indicated that Government administration and defence, agriculture, forestry and fishing would decline during that period as well.



## OUR REGION (cont)

### *Business and financial services*

Growth in the business and financial services sector in North Shore City slowed from its usual hectic pace in the year to March 1999, reflecting a decline in the real estate market over 1998 and a reduced demand for general business services due to a national economic recession.

Gross Domestic Product contracted 1% in the sector in the year ended March 1999, compared to average growth of 8% per annum in the previous four years. Employment in the sector as a whole fell by a minimal 0.5% over the year to March 1999, but job losses in some sub-sectors such as real estate (-7%) were much larger.

Over the period from March 1999 until the end of the year, activity in the real estate sector grew strongly. The monthly number of houses sold on the North Shore leapt by 19% over the 12 months to August 1999. House prices, which had been falling, firmed. In September 1999 the Quotable Value NZ price index for the North Shore was still below its 1997 peak, but low interest rates and rising household incomes had led to a 1.8% annual rise.

A further boost to the business services sector was a burst of investment in computer technology in order to eliminate year 2000 bugs from existing business systems. This showed up in sharply increased high-technology imports in 1999. The information technology industry in North Shore City directly employed 1,000 people in February 1999, or 9%, of all business and financial services.

### *Wholesale and retail*

Wholesalers and retailers have experienced a revival in sales activity over the last year. The recent revival in sales was led by a nationwide recovery in the agriculture, forestry and manufacturing industries. These are not directly relevant to North Shore City, but they have boosted demand for downstream business services, which are influential in the local economy.

Its close relationship with the manufacturing industry has benefited the wholesale trade sector over the last year, with sales growth for the two sectors moving roughly in tandem. Steady import growth is also likely to have helped wholesalers expand their businesses over the last year, although there were signs by January that import values had peaked, at least temporarily.

International events such as APEC, the Under-17 Soccer World Cup and the America's Cup have also supported sales growth. Although most tourist spending takes place in Auckland City, the North Shore has benefited directly from the Soccer World Cup – several matches were played at North Harbour Stadium. Some tourists used North Shore or Rodney as a base for their America's Cup-watching activities.

The overall outlook for wholesalers is for only slow to moderate growth over the next three years. Growth will come from increasing import volumes, but be offset by a shortening of supply chains.



## OUR REGION (cont)

### *Building and property*

The firming in house prices has been marginally less in North Shore than in the greater Auckland region, perhaps reflecting the slower population growth on the Shore.

House building in North Shore City represented an estimated 2% growth in the total housing stock, double the population growth.

### *The people*

Population growth in the North Shore has slowed in the past year because of a fall in international immigration and a rise in the number of New Zealanders migrating overseas. The majority of its population of 185,700 is NZ Pakeha, but there are increasing numbers of Middle Eastern, Asian, Eastern European and South African immigrants settling in the city. Maori and Pacific Peoples make up a small percentage of the population.

- NZ Pakeha – 81%.
- Maori – 7%.
- Pacific Peoples – 3%.
- Asian – 8%.
- Other – 1%.

The city has proportionately more retired people than the rest of the country and its unemployment rates are the lowest in the Auckland region. It ranks second in the country for male median income and fourth for female median income. It has one of the highest costs of living in the country.

### **Rodney**

Rodney's main industries are agriculture, horticulture, forestry, construction, manufacturing, retail and hospitality. These industries provide the majority of employment in the district. Other contributors to the local economy are real estate and the clerical and service sectors.

More than half of the survey participants felt that construction, tourism and hospitality, cafés and restaurants, property and business services would grow in the next year. Participants believed most sectors would experience growth in the next five years, especially the cafés and restaurants, education, construction, tourism and hospitality, transport and storage, retail and manufacturing industries. The industries expected to decline were retail trade, agriculture, forestry and fishing, property and business services as well as Government administration.

### *Agriculture*

Agriculture is making a recovery following several difficult years. Milk volumes are expected to be up on last season and sale prices for beef cattle have strengthened this year. An emerging trend seems to be for smaller farms that have become uneconomic to be sold or amalgamated with other farms. This trend may increase as population pressures make subdivision an attractive alternative for marginally profitable farms. The Kumeu area is becoming a hub for viticulture as wineries from Henderson relocate there because of cheaper land. Some 3,956 people are employed in agriculture, or 18% of all employment in Rodney.



## OUR REGION (cont)

### *Construction*

There were 950 new houses built in Rodney over 1999, leading to an estimated 3.5% increase in the total stock of dwellings. The increase in population over the same period was just 2.1%. The resulting over-supply of houses, also noted in other parts of Auckland and in other regions, is likely to mean a slowing of construction activity over the next year, before slow growth resumes in 2001.

Medium-term prospects for the construction industry in Rodney remain positive, thanks to forecasts of high population growth over the next 20 years.

### *Retail and tourism*

Some retailers are interested in establishing themselves in Orewa once town planning issues have been resolved.

Rodney may benefit from the projected increase in tourism during the next few years, especially now the new motorway to Orewa has made access to the district easier for both international tourists and Auckland residents. The motorway will eventually be extended to Puhoi. However, while the motorway has helped those with cars, people relying on public transport still face the same long journeys to get to the North Shore or Auckland.

### *The people*

Rodney's estimated population is more than 73,000 and Statistics New Zealand forecast that the district will be the fastest growing in the Auckland region in the next 20 years with the population predicted to rise to 116,800.

Rodney is less ethnically diverse than the other two sub-regions with a breakdown as follows.

- NZ Pakeha – 88%.
- Maori – 8%.
- Pacific Peoples – 2%.
- Asian – 2%.
- Other – 0%.

### **Our clients**

The majority of people receiving benefits in the Auckland North region are either looking for employment or are sole parents. The Community Wage (Job Seeker) and the Domestic Purposes Benefit each account for 31% of the benefits received by people in Auckland North. The Community Wage (Sickness) and Invalids Benefit make up 20% of benefits received, with non-beneficiaries (those receiving assistance for accommodation), the next highest proportion. 'Other' incorporates the Orphans and Unsupported Childs Benefits, Emergency Benefit and Independent Youth Benefit.

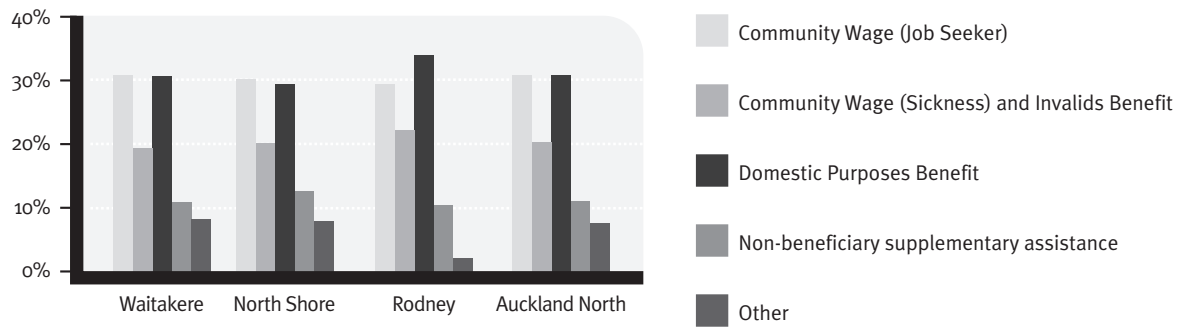
←

OUR REGION (cont)

Waitakere and North Shore have, by a small margin, proportionately more people receiving the Community Wage (Job Seeker) than the Domestic Purposes Benefit. In Rodney, the situation is reversed with a noticeably higher proportion of people receiving the Domestic Purposes Benefit. Job seekers are the main group targeted by this regional plan, although the consultation process did identify opportunities for the Department to assist sole parents. For instance there is a need for

a course catering for men receiving the Domestic Purposes Benefit who often have low self-esteem and, while they may want to return to the workforce, need motivation and assistance in finding employment. Groups consulted with suggested that a focus on giving people full benefit information at their first interview will greatly enhance job seekers and other client groups' well-being, and will allow them to focus on the appropriate individual training, voluntary work and employment opportunities.

BENEFIT PROPORTIONS BY SUB-REGION



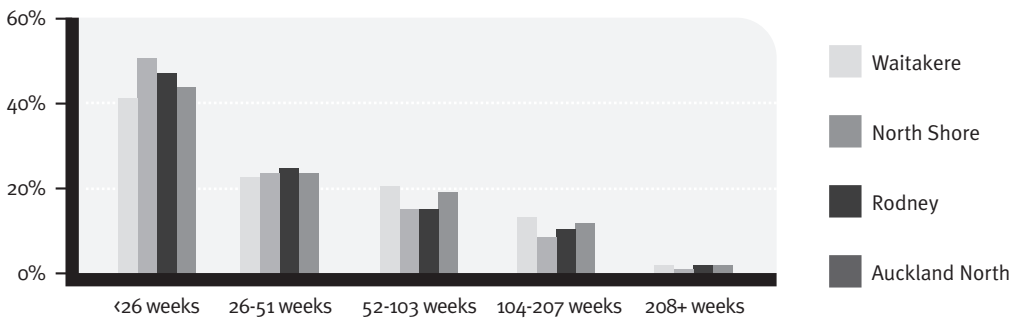


OUR REGION (cont)

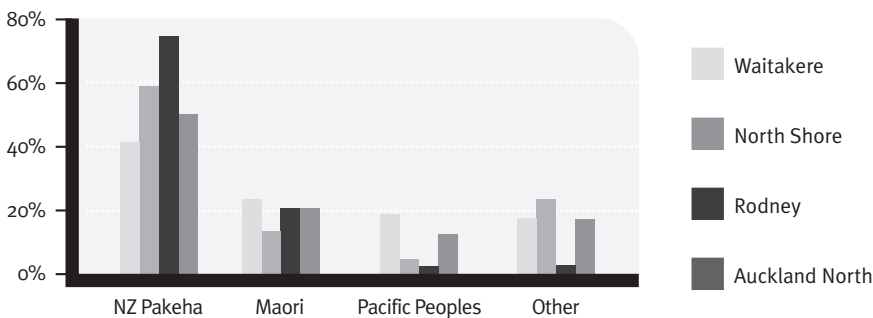
Most job seekers in the Auckland North region have been registered as unemployed for fewer than six months. These people are often very motivated to find work and may only require a small amount of assistance such as attending a short course or being profiled to an employer. The proportion of registered unemployed drops over the remaining time bands, although Waitakere has proportionately more people who have been registered for 52 weeks or more. A small percentage of people in the region have been unemployed for more than four years. People who have been unemployed long-term lose motivation to find work and their work skills may no longer be appropriate to the job market.

Each of the Auckland North sub-regions has a different ethnic mix of registered unemployed. In Waitakere, NZ Pakeha make up less than half the register, Maori just over 20% and Pacific Peoples and other ethnic groups just under 20% each. The majority of the North Shore's unemployed are NZ Pakeha with other ethnic groups the next highest, followed by Maori and Pacific Peoples. In Rodney, 75% of the register is NZ Pakeha with Maori accounting for 20% and Pacific Peoples and other ethnic groups making up the difference.

DURATION OF REGISTERED JOB SEEKERS IN AUCKLAND NORTH



ETHNICITY OF REGISTERED JOB SEEKERS IN AUCKLAND NORTH





## OUR REGION (cont)

Economic growth means there has been an increase in job vacancies. These vacancies include warehousing, stores, general labouring and welding positions and they provide job opportunities for the region's registered unemployed. Employers especially need employees with drivers licences, heavy traffic licences, fork hoist licences, loader certificates and warehousing certificates. In the food industry, employers are asking that prospective employees have training in safe food handling procedures. There is the opportunity for the Department to provide job seekers with training in these areas to enable them to gain employment. This is particularly relevant in West Auckland and the North Shore, where the manufacturing, retail and warehousing sectors are expected to grow.

The need for work-based training for job seekers was identified by all groups consulted. This was seen as the most effective way of giving people the skills they needed for a specific job. However, while employers do want employees with relevant experience and training, they are also willing to train people on the job, providing that the people are motivated and have the right attitude. The most successful outcomes in terms of stable employment appear to result from placing job seekers in jobs with on-the-job training. Providing job seekers with motivational courses which staircase into work-based training may be a way of providing them with both the necessary attitude and skills they need to become employed.

Courses are needed to provide job seekers with general employment skills. Employers and the Department both identified the need for job seekers to have a good work ethic. Employers want employees who are reliable, honest, willing to learn and communicate well. The Department finds people with work ethic problems tend to lack confidence and social skills. Work ethics could be included in a modular training course on general employment skills requested by job seekers in Waitakere. Modules would cover curriculum vitae preparation, interviews, presentation, good work ethics, accessing job information and keeping a job. Job seekers could then select the modules particular to their needs.

Job seekers also need short block courses to give them basic skills for specific jobs. For instance, basic computer courses on the North Shore are enabling people to update their skills and become familiar with new software packages. Basic call centre and customer service skills courses are also required, while care of the elderly courses are wanted in Rodney to meet employment needs created by the aging population. Courses involving women need to be run at convenient times which do not clash with school hours or school holidays.



## OUR REGION (cont)

The Department and community groups want people registered for less than six months to be able to attend courses if a lack of specific trade skills is the only barrier to employment. These groups also want more flexibility with the qualification criteria in order to help highly qualified job seekers. Local Employment Committee profiles show that while almost half of the registered unemployed in Waitakere meet the TOPS qualification criteria from Skill New Zealand, only 34% meet them on the North Shore. The majority of the North Shore's registered unemployed are either very qualified or have few qualifications. Highly qualified job seekers tend to be professional immigrants who have difficulty finding work because their qualifications are not recognised by New Zealand authorities.

Profiling clients to potential employers has worked well, but needs fine-tuning to meet sub-regional needs. The intensive Work Track programme has been successful in assisting people into work and may be extended to the whole region and to other groups of job seekers such as the long-term unemployed. Work Track programmes may also be run for specific target groups such as under 25 year olds and migrants.

Services are needed for youth aged 15 to 19 years, who make up approximately 1,800 of the region's registered unemployed. The Department wants to see more work-focused courses and has identified several successful youth courses running throughout the region. There is potential to train more young people to work in Auckland's growing hospitality industry. Youth on hospitality courses in Waitakere are keen to work in central Auckland and have less of an issue with transport. Also, the Choices education programme will continue to be run in secondary schools. There are few courses available for the more than 300 job seekers aged 15 to 17 years.

As the country develops a knowledge-based economy, there is a need to grow business opportunities within communities that will provide low and semi-skilled jobs. The Department can engage in this process by providing suitable assistance for community developments that will provide such employment, for example community businesses.



## OUR REGION (cont)

### Summary

#### *Maori*

Maori is a major priority for Auckland North as they make up about 20% of the region's registered unemployed. Research shows that Maori tend to find their first job through the Department of Work and Income rather than other sources, and that those who do not find jobs within 12 months of registering with the Department tend to remain unemployed. Maori who do take up employment tend to take on part-time and casual jobs, leaving them vulnerable to economic fluctuations. In terms of training, Maori participation in courses is high, but this does not necessarily lead to employment.

Research undertaken by the Maori Employment Commission suggests the most successful training programmes are those that incorporate Maori cultural concepts of staircasing. The Department's existing Maori-focused programmes may need redeveloping in order to meet these cultural needs. A Te Puni Kokiri report into Maori participation and outcomes in employment and training programmes also showed that Maori with high-level school qualifications were more likely to be employed than those with low or no qualifications.

Some strategies for reducing Maori unemployment have been implemented in the last few years with positive outcomes. These include the ongoing joint venture with the Waipareira Trust to provide intensive case management for long-term unemployed Maori in Waitakere and a pilot scheme targeting intergenerational welfare dependency in selected whanau. A number of Enterprise Allowances have also been earmarked for Maori wanting to set up their own businesses.

However, further strategies are required to improve employment opportunities for Maori. For instance, there is a need to provide Maori with culturally relevant work-based training courses. At a strategic level the Department is supporting, and will work closely with, a Maori employment committee (based on the Local Employment Committee model), being set up by Maori organisations in the region to provide solutions to Maori unemployment. Educating Maori youth is another important intervention.

#### *Pacific Peoples*

Assisting Waitakere's Pacific Peoples job seekers is another regional priority. Pacific Peoples' community organisations and interest groups identified numerous jobs in growth industries that Pacific Peoples could take advantage of, which included hospitality, arts and crafts, professional sport, teaching, community education, interpreting, counselling, sales and law. However, the groups said language and attitudes within the Pacific Peoples community are barriers to employment.

The groups consulted with suggested the Department promote its services and programmes to the Pacific community using Pacific media such as radio. Pacific groups also wanted to see the Department continue with its targets for Pacific Peoples including contracting with service providers who can meet cultural needs and encouraging self-employment opportunities through the Enterprise Allowance.



## OUR REGION (cont)

### *Migrants*

The high proportions of other ethnic groups in Waitakere and the North Shore reflect the influx of international migrants settling in these areas in recent years. A recent report commissioned by the Department listed English language and employment among the main requirements needed by new migrants in order to successfully settle here. Language continues to be a barrier to work for some migrants. The North Shore needs ‘English as a second language’ courses to cater for new immigrants with no English. These people have often settled in the country because they already have family here. Existing courses only take people with some English. To be effective, English as a second language courses also need to be run in conjunction with work experience or work-based training so that new migrants are able to use and improve their English skills. People on English as a second language courses often do not retain what they learn because they live within their own ethnic communities and do not have opportunities to practise English.

In terms of employment assistance services, the report identified the Department of Work and Income as the most significant employment service provider for migrants. However, it also said the Department’s services mainly benefit low-skilled migrants and there are few services available in the community to help highly skilled migrants into employment. Setting aside Case Managers to work specifically with migrants has worked well in the North Shore and could be extended to Waitakere. Subsidised work experience may help migrants to gain New Zealand work experience as well as encourage employers to employ them. Another option is to develop a local version of Taranaki’s ‘one more job for one more worker’ scheme to encourage small businesses to take on a migrant job seeker.

Consulted groups also suggested assisting migrants by developing an integrated migrant adaptation strategy in conjunction with the New Zealand Immigration Service. This would include educating employers about migrants as employees, widening the range of jobs available through the Department, and liaising regularly with employer and professional associations. The Auckland North region already liaises with an engineers’ professional association on the North Shore to help migrants find employment.

### *People with disabilities*

Community groups were consulted, who identified that they wanted the Department to provide more help and services to people with disabilities. Approximately 4,400 people receive the Invalids Benefit in the Auckland North region. The Department will continue working with Workbridge to assist people with disabilities and it will also continue the specialised case management for people receiving the Invalids Benefit developed in last year’s business plan. This case management includes working with beneficiaries to develop an independence plan.



## OUR REGIONAL STRATEGIES

The region's strategic approach is to focus on disadvantaged people by increasing capacity in those communities where disadvantage exists, increasing opportunities and access, and improving the matching of potential job seekers to jobs or programmes that will lead directly to a job. This approach links the Government's high-level employment strategy, Closing the Gaps, and the region's localised solutions to local employment problems.

Four strategic outcomes provide an action framework for the region. These are

- to increase people's capacity to participate in community life through providing income support and other assistance to eligible people
- to increase the movement of job seekers into employment particularly Maori, Pacific Peoples and people with disabilities
- to close the economic and employment gaps by establishing partnerships with Maori for developing self-determining solutions
- to close the economic and employment gaps by strengthening priority communities through inter-sectoral and community partnerships.

Income support and employment are inextricably linked. Staff will concentrate on ensuring clients receive full information on income support initially and then have an individualised client plan that will assist each client to reach their goals. These goals may differ from work through to higher education or voluntary activities, depending on the needs of the client. Greater segmentation will mean that staff will become fully competent faster and will be able to focus on the various needs of client groups.

The Department's contracted courses, TOPS courses, activity in the community, and other community-based programmes provide over 4,000 options to job seekers enabling them to obtain work. The closer the training provided is to the employer, the greater the chance the job seekers will have in being placed into work. The region's contracting is targeted at each region's priority groups, which include Maori, Pacific Peoples, migrants and youth. 75% of the programmes have work-based training as a focus. Maori and Pacific training providers are involved in the delivery of these courses.

Regional flexibility allows the division of staff into job seeker and non-job seeker teams. This allows staff to focus on priority groups such as Maori, youth, migrants or those unemployed longer than 26 weeks. This provides greater focus on ensuring that those who would benefit the most from an intervention will be referred to that intervention.

Partnerships like those with Te Whanau O Waipareira Trust and alliances with groups like the Pacific Island Advisory Board are significant in the development of community-based solutions that enable communities to participate in dealing with barriers to employment in those communities.

Local Employment Committees in the North Shore and Waitakere communities together with inter-sectoral groups and interest groups such as advocacy groups, refugee and migrant services, Engineers for Social Responsibility, enterprise agencies, city councils and community social services are all key to the development and co-ordination of services and strategies that meet local needs within the region.



OUR REGIONAL STRATEGIES (cont)

**Key priorities for the 2000/2001 fiscal year**

- Improving clients' understanding of the assistance available.
- Purchasing training that results in placement into work.
- Improving the number of clients that remain in stable employment.
- Increasing the number of Maori moving into full-time employment.
- Increasing the number of Pacific Peoples moving into full-time employment.
- Increasing the number of migrants moving into full-time employment or business.
- Focusing on attaching greater numbers of youth to development opportunities and jobs.
- Participating with community to develop local solutions to local employment and welfare issues.
- Implementing the region's flexibility plan to support the priorities above.



## OBJECTIVES AND KEY TASKS

## STRATEGIC OUTCOME 1

**Increase people's capacity to participate in community life through providing income support and other assistance to eligible people.**

*Ensure clients receive their correct benefit entitlement in a timely manner.*

- Provide case management to all clients ensuring individual needs are assessed accurately.
- Ensure an assessment of benefit entitlements is completed at the initial meeting with the Case Manager.
- Provide clients with information on the full range of additional assistance available on an ongoing basis.
- Undertake exit interviews with clients moving into full-time work to ensure they are assessed and low-income earners receive their entitlements.
- Ensure reviews of decisions which are benefit-related are dealt with in an appropriate and timely manner.
- Undertake monitoring activities on a regular basis to ensure quality service is provided.

*Maintain or increase excellent service to all clients.*

- Ensure clients are seen within 48 hours of requesting an appointment or sooner if necessary.
- Continue to develop the competency of all staff to ensure they have the skills and knowledge to deliver the full range of services.
- Provide specialised assistance for NZ Superannuitants and Invalids Benefit clients.
- Provide clients with individualised and personalised service through case management.

*Increase the competency of all staff, enabling them to deliver a full range of services.*

- Recruit people with the right skills and attributes to meet the needs of our clients.
- Ensure new staff attend five weeks intensive training in the programmes and services we administer.
- Ensure existing staff attend training sessions as required.
- Provide all staff with a training plan as part of their performance agreement.
- Recruit staff at least monthly.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

**Increase the movement of job seekers into employment, particularly Maori, Pacific Peoples and people with disabilities.**

*Offer targeted activities to meet the needs of clients and the requirements of the labour market (Capability).*

- Contract programmes that staircase job seekers from motivational work-based training to employment. Also where appropriate, engage with training providers on a collaborative basis so that providers with particular skills work together on particular contracts.
- Combine language skills programmes with on-the-job experience/work-based training or community work to enhance skills transfer.
- Purchase short duration work courses for particular skill shortages.
- Provide job seekers with careers advice and opportunities to learn generic work skills.
- Provide job seekers with Job Plus Training that reflects the specific requirements of employers.

*Increase the range of job opportunities that clients access (Opportunity).*

- Engage in the ‘one more job’ campaign to increase the number and type of positions available to job seekers and to improve synergy between enterprise agencies, the BIZ programme and regional activities.
- Engage in collaborative activities with enterprise agencies, Skill New Zealand and the private sector in growth sectors such as retail, call centres and boat building.
- Continue to work with private sector employment agencies to increase the range of vacancies available to job seekers. At the same time, also continue to enhance Work Broker capability to place people into jobs.
- Provide courses that teach job seekers skills specific to finding employment.

*Link clients to community services (Opportunity).*

- Participate in community development activities that build the capacity of the region’s urban and rurally isolated communities.
- Link clients to activities in the community employment organisations.
- Network with a wide variety of community organisations and attach service centre staff to these networks so beneficiaries can be referred or informed.
- Redevelop the navigation guide concept of community services in each sub-region.



## OBJECTIVES AND KEY TASKS (cont)

*Subsidise employment placements that enable clients to stay in employment beyond 91 days.*

- Complete the new starts for clients under the following programme headings.
  - Job Plus.
  - Job Plus Maori Assets.
  - Taskforce Green.
  - Job Connection.
  - Work Start.

*Strengthen and progress partnerships with priority groups to close the gaps.*

### *Pacific Peoples*

#### Capacity

- Continue to develop local solutions that focus on increasing Pacific Peoples' participation in the labour market. These local solutions will be developed through the Pacific Island Local Employment Committee, the Pacific Island Advisory Board and a collaboration between Enterprise Waitakere, Waitakere City Council, Waipareira Trust and the Department.
- Develop active assistance programmes that meet the specific needs of Pacific Peoples.
- Actively work with the Ministry of Pacific Island Affairs and other agencies to give effect to the outcomes from the Pacific Vision conference.

### Opportunity

- Support the Pacific Islands Advisory Board's development plans. The organisation is seeking to become an economically independent body by developing an arts, crafts and cultural centre in Waitakere.
- Collaborate on community development projects that create community capacity.
- Continue to support Pacific Peoples seeking self-employment by setting aside 30 Enterprise Allowances for this purpose and develop a Pacifica small business-mentoring scheme.

### Matching

- Provide work-based training opportunities that link Pacific Peoples into manufacturing jobs in the Waitakere sub-region.
- Use Pacific radio to inform the Pacific community about its services.
- Establish a stable employment placement target 5% higher than the register size to address the disproportionate number of Pacific Peoples on the register.

### *Migrants*

#### Capacity

- Meet regularly with migrant support groups and professional bodies to improve service delivery.
- Redevelop English as a second language with wraparound programmes that include work-based training and community work.
- Provide migrants with access to specific careers services, with an emphasis on post-arrival adaptation, career planning and job search in New Zealand.



OBJECTIVES AND KEY TASKS (cont)

Opportunity

- Collaborate with the North Shore mayor on strategies that assist the North Shore migrant community to participate in employment and other activities.
- Initiate the 'one more job' concept focused on migrants on the North Shore.
- Partner with professionally focused employment agencies and pilot the use of targeted job subsidies.
- Continue to market Enterprise Allowances for small business start-ups.

Matching

- Increase the stable employment placements by 3% over last year.
- Expand the specialisation of migrant case management.
- Continue to co-ordinate closely with the Auckland Central region.

*People with disabilities*

Capacity

- Provide specialist Case Managers with specific training in the area of mental disabilities and illness.
- Continue to develop disability forums and relationships with groups such as the WALSH Trust, Disability Support and the Accommodation for Mental Health Society (AMHS).

Opportunity

- Undertake community development projects that support the disability sector.
- Provide job subsidies to employers that employ job seekers with disabilities.

Matching

- Work with Workbridge and Job Connection to ensure a seamless approach to case management for those who choose to work.
- Support people with disabilities who choose to work.

*Youth*

Capacity

- Develop approaches for youth that combine motivational, life skills and work-based training.
- Develop strategies for youth, particularly around sports.
- Consult with youth councils to obtain feedback and refine programme responsiveness.

Opportunity

- Work with industry training organisations and Skill New Zealand so that young job seekers can be connected to the Modern Apprenticeships scheme.

Matching

- Continue with the Choices programme that teaches fourth and fifth form students about goal setting and career choices.
- Provide specialist case management for under 24 year olds.



## OBJECTIVES AND KEY TASKS (cont)

## STRATEGIC OUTCOME 3

**Close the economic and employment gaps by establishing partnerships with Maori for developing self-determining solutions.**

*Increase the numbers of Maori into employment (Capacity).*

- Develop an early intervention model that focuses on placing Maori into employment as early as possible.
- Place 5% more Maori into work than the register size to address the disproportionate number of Maori on the register.

*Provide training and development that meets the needs of Maori (Capacity).*

- Develop and strengthen relationships with Maori providers.
- Redevelop training and placement strategies that connect youth to the Modern Apprenticeships scheme.
- Provide training that is designed and delivered by Maori organisations, with a particular focus on work-based training.

*Provide service delivery solutions that meet the needs of Maori (Capacity).*

- Form a Maori employment Closing the Gaps group with representatives from the region's Maori organisations and iwi to work with the Regional Commissioner to develop locally based solutions to Maori unemployment.
- Expand to all the regions the whanau-based case management model successfully piloted in Helensville.
- Continue to work with local iwi and Waipareira Trust to develop strategies that assist Maori to become independent.
- Work with Te Puni Kokiri to develop initiatives and provide support.

*Communicate with Maori in appropriate ways (Capacity).*

- Promote the Department's services and products through Maori media.
- Provide training for the Department's staff on Maori cultural issues.

*Build sustainable work opportunities (Opportunity).*

- Support Maori seeking self-employment by setting aside 30 Enterprise Allowances for Maori.
- Develop assistance for sole parents to build skills for definite work prospects.
- Identify sustainable work opportunities for Maori in partnership with urban and rural iwi.
- Assist Maori communities to build local work opportunities.



OBJECTIVES AND KEY TASKS (cont)

*Community employment (Opportunity).*

- Ensure effective links are in place with Maori communities to build sustainable work opportunities.

*Service provision partnership.*

- Develop contracts that allow placement to occur through work-based training programmes.
- Continue the partnership arrangements with Waipareira and explore other partnering arrangements.

STRATEGIC OUTCOME 4

**Close the economic and employment gaps by strengthening priority communities through inter-sectoral and community partnerships.**

*Collaborate with key Government agencies and local authorities.*

- Continue liaison with existing interdepartmental working groups.
- Continue to support the Strengthening Families scheme.
- Pilot the Raising Children initiative with sole parents in Waitakere.
- Work actively with the region's enterprise agencies. Work with mayors on mutual areas of interest.
- Participate in annual and long-term planning.
- Develop strategic relationships with the RHA.

*Actively work with advocacy groups and community organisations.*

- Continue to work with advocacy groups on service delivery and local responsiveness issues.
- Be involved in business planning processes.
- Brief and share information on new programmes and the impact of existing programmes.



## OBJECTIVES AND KEY TASKS (cont)

*Work in partnership with iwi, urban Maori, Pacific Peoples and migrant communities to develop solutions.*

- Continue to support the region's local employment committees (including the Pacific Peoples Local Employment Committee) and also develop a new Maori Local Employment Committee.
- Continue working with groups such as Refugee and Migrant Services, and Engineers for Social Responsibility, while seeking out and developing relationships with other migrant groups.
- Continue to work with the Chief Executive Officers of Enterprise Waitakere, Waipareira and Pacific Island Advisory Board on initiatives for West Auckland.
- Continue the collaboration with North Shore City on the plight of professionally qualified migrants.

*Employment growth.*

- Work actively with communities alongside the community employment team to facilitate community businesses.
- Enter into partnership arrangements with enterprise agencies, Department of Economic Development, iwi and the private sector that grow job opportunities suitable for the Department's clients.



ACHIEVING OUR KEY TASKS

**Delivery response**

The proposal is to set up models in the region, based around the client disadvantage and the dynamics in the labour market, office size and a work process that is easier for staff to manage.

Essentially, there will be a job seeker/non-job seeker split with caseload size based on the degree of intervention the Case Manager is expected to apply in order to assist that client to become independent.

The mix of client segmentation will be based on the degree of disadvantage and whether in the sub-regional labour market it is going to be better to segment around ethnic group or duration bands to achieve stable employment outcomes.

Responses will focus primarily on segmentation on a life situation basis (youth, health, job seeking and raising children) or disadvantaged people groups (Maori, Pacific Peoples and migrants). In some sites, a combination of both will optimise responsiveness and service.

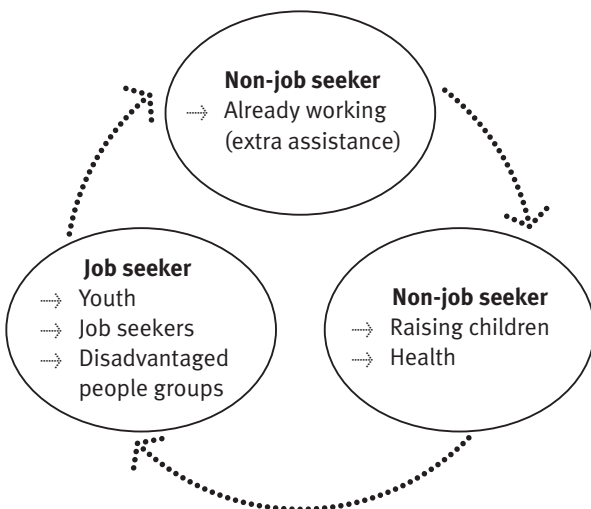
In the Waitakare and West Gate centres, for example, we will be introducing specialist case management for youth, new job seekers and the long-term unemployed. Specialist case management services for Maori will be available from the service centre located at Waipareira Trust. There, families will be case managed using a whanau-oriented model.

In the Avondale, New Lynn, and Glen Eden/Kelston cluster of centres, specialisation will be around Maori and Pacific Peoples, reflecting the population base.

On the North Shore we will have ‘new client’ Case Managers and specialists working with Maori, youth and recent migrants.

In the Rodney area we will have ‘new client’ Case Managers and specialists working with the longer-term unemployed.

*Life situation*

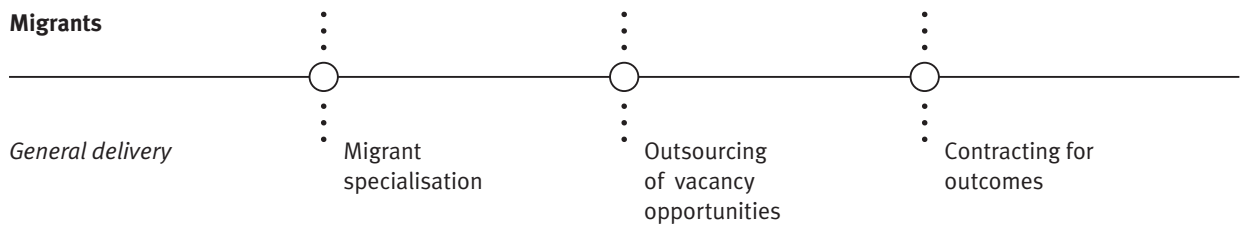
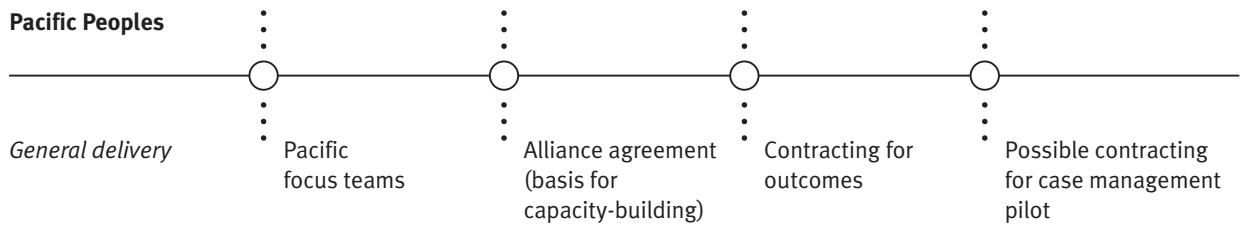
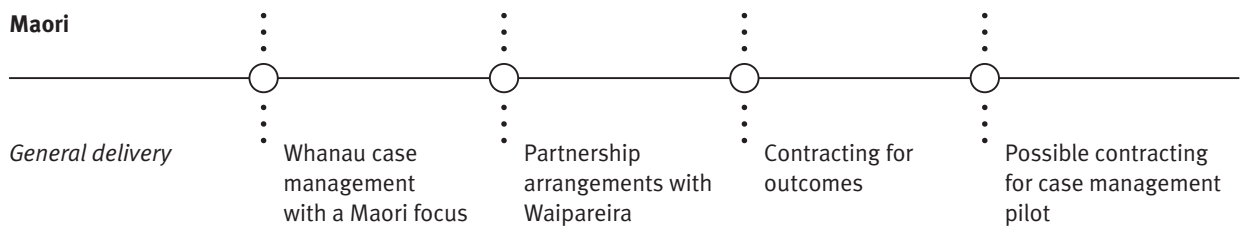


←

ACHIEVING OUR KEY TASKS (cont)

*Disadvantaged groups*

Service solutions will range along a bi-cultural delivery continuum as follows.





## OUR COMMUNITY COMMITMENT

Programme	Forecasted new starts	Budget
New Initiatives	20	\$50,000
Job Plus	1,430	\$4,562,250
Job Plus Training	158	\$158,000
Job Plus Maori Assets	20	\$75,000
Enterprise Allowance	168	\$1,805,040
Business Training and Advice Grant	500	\$200,000
Taskforce Green	126	\$542,900
Job Connection	41	\$393,600
Community Work	400	\$144,900
Work Start	1,113	\$222,600
<b>TOTAL</b>	<b>3,976</b>	<b>\$8,154,290</b>

Programme	Forecasted new starts	Budget
Job search	2,155	\$399,560.50
Information services	225	\$67,500.00
Work confidence	222	\$189,780.00
Work skills	402	\$877,159.95
Innovation	315	\$620,359.80
<b>TOTAL</b>	<b>3,319</b>	<b>\$ 2,154,360.25</b>



## CONSULTATION

The views of a wide range of stakeholders were sought including budgeting services, community groups, advocacy groups, businesses, councils and iwi.

The following organisations each completed survey forms, attended focus groups or individual meetings with the Regional Commissioner or his staff.

3 Guys Supermarket  
 A+ Home Health  
 Allkotes (NZ) Ltd  
 Alpha Employment Training  
 ANZMES  
 Auckland Academy, North Campus  
 Auckland Electroplaters  
 Bradley and Associates  
 Bridge Personnel  
 Burger King  
 CARE Waitakere  
 Career Services  
 Century 21 Beach Haven  
 Clinique Visage  
 Countdown, Birkenhead  
 Coventry Motors  
 Curtain Supermarket  
 Dial-a-Dinos  
 Direct Milk  
 Enterprise North Shore  
 Enterprise Waitakere  
 Espresso Amour Café  
 Fanau Pasifiki Trust  
 Farmers  
 Foodtown, Birkenhead  
 Foodtown, Browns Bay  
 Franich Joinery & Kitchens  
 Gamma Computers  
 Gaskets Unlimited

Gearson Products  
 GHD Consulting Engineers  
 Graeme McDonald International  
 Grafitti Screen Printing  
 Helensville/Waimauku Family Budgeting Service  
 Henderson Budgeting Service  
 Hoani Waititi marae  
 Hobbs Furniture  
 Hopper Development  
 Izard Irwin  
 J A Corban & Family Nurseries Ltd  
 Job Connections, Auckland Regional Office  
 Job Connections, Takapuna  
 John Beggs Boatbuilder  
 Julies Hair Salon  
 K Borg Construction  
 Kiwi Capers  
 Konturest Ltd  
 McDonalds, Wellsford  
 Metric International  
 Mortgage Selectors Ltd  
 Orewa Businessman's Association  
 National Mail  
 New Zealand Wire  
 North Shore & Rodney LEC  
 Nor-Western Cook Island  
 NZ Foods Ltd  
 NZ Institute of Education  
 Onepoto Awhina  
 Orewa College  
 Pacific Island Advisory Board  
 Pacific Island LEC  
 Pakiri Beach Horse Rides Ltd  
 Precision Mouldings  
 Predator Signs and Designs  
 Rodney Community Learning Centres  
 Rodney District Council



C O N S U L T A T I O N ( c o n t )

Safer Streets Trust  
Sensation Yachts  
Skill New Zealand  
Spas and Bathrooms  
Splash Equipment  
Te Rakipae Whanau Support & Counselling Centre  
Te Taou o Ngati Whatua  
Te Whanau O Waipareira Health & Social Services  
The Friendship Centre Trust  
The Professionals  
The Warehouse, Birkenhead  
Wade Engineering  
Waitakere City Council  
Waitakere LEC  
Waitemata Hydraulics & Engineering Supplies  
WALSH Trust  
Waterview Health  
Woolworths





**Work and Income NZ**  
Te Hiranga Tangata