



Work and Income NZ
Te Hiranga Tangata

... Regional Plan for

Auckland South

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.....	F O U R
Our regional strategies.....	E L E V E N
Objectives and key tasks.....	T H I R T E E N
Achieving our key tasks.....	N I N E T E E N
Our community commitment.....	T W E N T Y O N E
Consultation.....	T W E N T Y T W O



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

I welcome the opportunity to reflect and celebrate the Auckland South region's past year, and to share our strategic direction and focus for the 2000/2001 year.

The Auckland South region is unique in its diversity, which combines vital urban areas and a vigorous rural area complementing each other's needs. Added to this is the cultural diversity of the region, which brings about great challenges particularly in seeking to close the gaps for Maori, Pacific Peoples and youth.

The past 12 months have been very successful and challenging. I have been impressed by the enthusiasm and commitment of staff and the community in working together to find ways to achieve mutual goals to enhance the quality of life for our clients, families and communities.

Our focus has been on developing our ability to improve support and meet the needs of our clients and their families. To this end, we have focused on delivering an individualised approach to assisting people. We have had many successes over the past year. Here are some highlights.

- \$870 million has been paid out in income support ensuring that the basic needs of our clients are met.
- Over 5,000 individuals have been assisted with a range of skills training, motivational training and on-the-job work experience. 80% of the clients attending these courses were Maori or Pacific Peoples. This is a total investment of \$270 million in the people we serve.
- The proactive work of our staff resulted in 8,400 of our clients finding work in the past months, 66% of which were full-time permanent jobs.

- Otara Health Incorporated, in partnership with the Department of Work and Income and members of the local community, is co-ordinating a programme of health, welfare and education. Up to seven long-term unemployed people have been given extensive training and not only have they moved towards independence themselves, but they are now helping others as well.
- The community learning support project, a joint project between Hillary College, Community Employment and Manukau Local Employment Co-ordination has been established to develop and implement community education courses in life skills, technology and health.
- Work Brokers account manage individual businesses to ensure a sound understanding exists of each employer's needs. We have demonstrated our responsiveness to companies in times of job creation and of new businesses moving into our region.
- With the support of the enterprise programme and the excellent support of enterprise agencies, we have assisted more than 100 clients into new businesses in the last 12 months.



REGIONAL COMMISSIONER'S REPORT (c o n t)

Looking forward

I am excited about the coming year and am confident in our ability to achieve a flexible, regionally-driven approach that will make a difference for Auckland South clients and communities. Working collaboratively with other key agencies, local bodies and communities to develop integrated initiatives that deal with issues relating to health, housing, education and employment is vital, as is the need to work with advocacy groups to identify solutions to close the gap.

Providing for a growing, diverse and vibrant region is not easy. However, we must continue to source opportunities to provide significant improvements in the lives of large numbers of people. To achieve this, we must also build on our successes and extend the way in which we relate to other key stakeholders in the region through alliances, and through agreements with key Government agencies, local authorities and community groups. Furthermore, we must continue to provide case management to all clients ensuring individual needs are assessed accurately and benefit entitlements are received.

For some of our clients, re-entry into the workforce will happen relatively quickly, but for others the pathway will take longer. Providing clients with the full range of information for additional assistance is also critical to ensuring clients are both encouraged and supported to take up training and part-time and/or low-paying employment.

Finally, this business plan sets the goals of the Auckland South region for the next 12 months. Clearly, by working together, remaining flexible, developing and sustaining partnerships in the community, we will achieve our goals, resulting in improved community well-being and sustained prosperity for all.

DENISE FINK
Regional Commissioner
 Auckland South



OUR REGION



Introduction

The Auckland South region encompasses approximately 290,000 hectares of land and takes in Manukau, the third largest city in New Zealand, along with Papakura, Franklin and a small part of Auckland City. It is one of 13 Department of Work and Income regions and one of three in the Auckland metropolitan area.

Auckland South is home to more than 370,000 people from 142 ethnic backgrounds, making the region one of the most culturally diverse.

Auckland is the largest urban metropolitan region in New Zealand and is experiencing rapid population growth. This places significant demand on physical

and social infrastructure as well as the environment. These pressures demand a more integrated approach across local bodies, Government agencies, community organisations and the business sector.

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.

Manukau City

This is the third largest and most ethnically and culturally diverse city in New Zealand. It is also one of the fastest growing cities in the country. Of the 55,200 plus hectares that make up Manukau City, 80% of the land is rural and just 20% urban. As you can see in the table on the next page, the city is made up of predominantly Maori and Pacific Peoples.

Dynamic urban development in the last three decades has made Manukau City home to more than 280,000 residents who represent some 142 different ethnic groups.

Manukau remains an extremely youthful city with over 40% of its population under 25 years.

High profile events hosted yearly by Manukau City, such as the Smoke Free Rally of New Zealand, Ellerslie Flower Show and the International 3-Day Equestrian Event at Puhinui Reserve, contribute to Manukau’s economic growth and job creation.



OUR REGION (cont)

Otahuhu

Otahuhu is included in the Auckland South region and has a diverse population of approximately 17,000. Otahuhu has a proportionately higher percentage of Pacific Peoples than elsewhere in Auckland South.

Otahuhu is part of Auckland City's Industrial Edge with the manufacturing industry playing an important role in the area's economy. The recently redeveloped High Street retail area is thriving and caters for Otahuhu's diverse ethnic population.

The closure of abattoirs and railway yards in the area has led to low-rental housing and this has made Otahuhu a popular choice with many new immigrants and low income families.

Papakura District

This district has an area of 12,600 hectares and a population of 42,000. During the next 20 years, the population is expected to grow significantly to more than 70,000.

Papakura is a blend of town and country and like Manukau, it is ethnically diverse. It has a diverse physical environment which includes the forest-covered Hunua foothills, the rolling flat plains where agricultural and horticultural activities predominate as well as the urban area which heads towards the Manukau Harbour and the Auckland-Hamilton motorway.

Papakura features a broad range of rural and urban activities. These include the Ardmere Aerodrome, Karaka Horse Sales, Takanini thoroughbred training track, a major commercial and retail centre and the largest area of covered flower growth in New Zealand at Drury. There are also two large quarries, substantial residential and industrial areas and a broad range of recreational and community facilities.

Franklin District

This district covers 220,000 hectares of land and has a population of 48,000. 77% of people in the district are NZ Pakeha and 17% are Maori, with the remaining 6% belonging to other ethnic groups. The area has a wonderful mix of geographic features with complex volcanic remnants and the frost-free Bombay Hills. Market gardening is popular, with some of this land being cropped three or four times a year. The district grows a third of the nation's fresh vegetables. Franklin's main urban areas are Pukekohe, Waiuku and Tuakau.

ETHNICITY COMPARISON BY REGION

	NZ Pakeha	Maori	Pacific Peoples	Asian	Other ethnicity
Manukau City	50%	20%	17%	9%	4%
Otahuhu	25%	22%	35%	15%	3%
Papakura	67%	24%			9%
Franklin	77%	17%			6%



OUR REGION (cont)

Auckland South labour market

The top three industry groups in Auckland South in terms of numbers employed are manufacturing (21.5%), retail (12.6%) and wholesale trade (9.9%).

In 1999, employment levels in the transport and construction industries were higher in Auckland South than the national average.

Like other urban areas, agricultural employment remained below the national average in 1999. Other industries where employment levels were lower than the national average were property and business services, health, finance and Government administration.

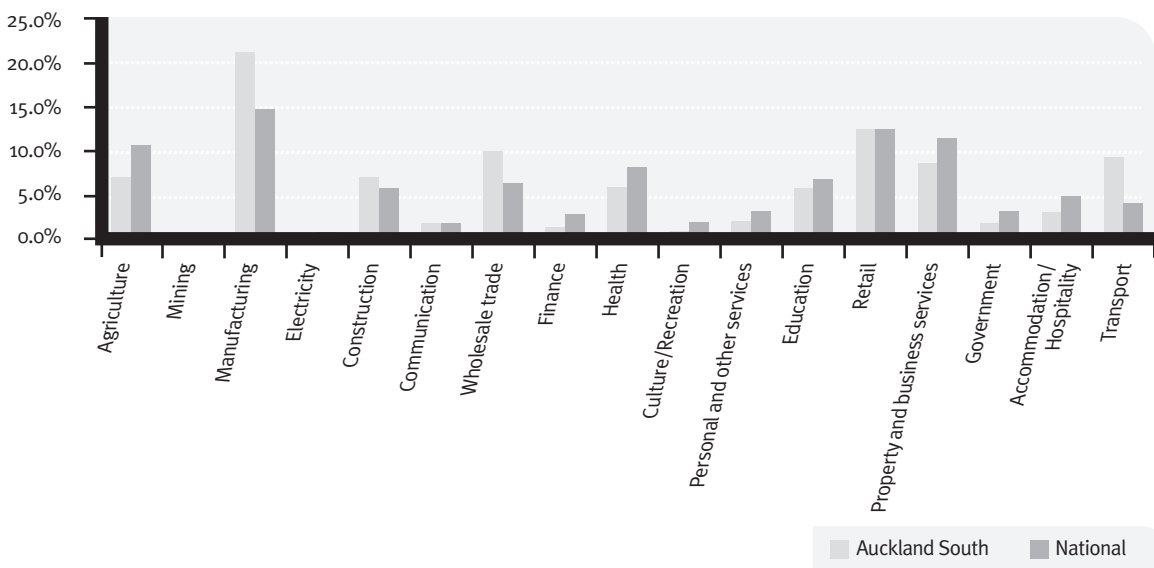
Manukau City and Otahuhu

The Manukau economy continues to recover from the downfall of the Asian economy in 1997. Manukau has outperformed regional and national economies over the last five years and in 1999 continued to grow by 4%, compared to a national increase of 1.9%.

From 1995 to the March quarter of 1998, retail sales in Manukau increased by approximately 3.2% per year, well ahead of the city's population growth and faster than the Auckland regional average. In 1999, retail sales continued to rise, with turnover up 11.6%, again outpacing regional and national figures.

Occupational spread in Manukau is weighted towards lower skilled occupations, with relatively fewer Manukau residents working in higher skilled occupations compared to New Zealand as a whole.

EMPLOYMENT BY INDUSTRY GROUP





OUR REGION (cont)

Service

With APEC and the America's Cup being held in Auckland in 1999, the service industry became the largest employer in Auckland South, with over 25.5% (32,885) of the workforce employed in wholesale, retail, accommodation or hospitality trades. Over 68% of those employed in the service industry are employed full-time.

Nationally, over 423,000 people are employed in the service industry – 23% of the workforce. A high number of workers (40%) are employed on a part-time basis only.

Manufacturing

Manufacturing continues to be the single most significant sector in the Manukau economy with productivity improving by 4% in 1999. Manufacturing provided employment to the largest proportion of the labour force between 1991 and 1998. However, this dominance has been slowly eroded from a share of 30% to 25%.

In Auckland South, the manufacturing industry is the second largest sector, employing over 27,000 people in the Auckland South region, 21.5% of the workforce. Nationally, over 259,000 workers are employed in the manufacturing industry – 14.5% of the workforce.

Construction

Due to favourable economic conditions and a plentiful supply of greenfield land, residential building construction boomed in Manukau during the 1995 to 1997 period, but decreased considerably in the first half of 1998. The construction and building industry remained strong in 1999, mainly due to growth in domestic house building. In 1999, building consents for new houses increased by 29% compared to 1998 figures.

The building industry now employs over 8,800 workers (7,500 full-time) – 8.75% of the Auckland South workforce. Nationally, over 114,000 workers – 8.5% of the workforce are employed in the building industry.

In the Auckland South region, 85% of workers are employed on a full-time basis compared to a national average of 70%. However, the majority of Auckland South workers are employed in lower-skilled occupations, which offer low incomes. In 1999, 5.6% of total benefits paid were to non-beneficiaries through accommodation supplements or special benefits.



OUR REGION (cont)

Rural Papakura and Franklin

Natural population growth and migration to the Franklin area has increased the population significantly over the last 10 years. The workforce has increased by approximately 15% since 1992.

The number of full-time equivalent jobs in Franklin as at February 1999 was recorded at 17,528 and for the Papakura District at 12,870. This was an increase of 8,398 on the 1996 figure of 22,000.

December 1998 figures indicated that 37% of Franklin residents travelled outside of the district to work.

Primary industries

The primary industries in Franklin are agriculture, horticulture, forestry, fishing and mining, which employ 29.5% (5,670) of Franklin residents on a full-time basis.

Seasonal work is a significant factor in local employment, which is mostly created by market gardening. 10% or more of Franklin's annual employment lasts from between four and six months in the summer period and is largely limited to low-skilled labour.

Manufacturing

The manufacturing industry remains the single largest employer in Franklin, employing 17.5% (3,072) of residents on a full-time basis. The export of manufactured goods in the Franklin District rose 14% in 1999 and the domestic market increased by 5 to 7%.

Service

50% (8,786) of Franklin residents are employed in service-orientated occupations such as retail, wholesale, business and public sector services.

The job market in the next 12 months

The Auckland South region conducted a survey with local businesses and community organisations, asking for their labour market predictions for the next 12 months.

The tourism and hospitality industry is tipped to experience the most growth in the next 12 months, employing mainly waiting staff, tour operators and chefs.

It was predicted that the retail, construction, agricultural and manufacturing industries would also develop, employing mainly labourers, machine operators and skilled tradespeople.

The Auckland South labour market looks set to follow past year trends in 2000/2001 with the manufacturing and service industries remaining the largest sectors in Manukau City and the agricultural and manufacturing industries remaining strong in the Franklin District.

OUR REGION (cont)

Our clients

As at June 2000, 70,704 people were receiving some sort of income support with the Auckland South region.

The Auckland South community is made up of a disproportionate number of Maori and Pacific Peoples compared to the New Zealand population.

Maori make up 30% of the total number of people in Auckland South receiving a benefit compared to 24% nationally. There is also a higher proportion of Pacific Peoples receiving a benefit in Auckland South (32%) than nationally (14%), and significantly fewer NZ Pakeha (18%) receiving a benefit in Auckland South than nationally (45%).

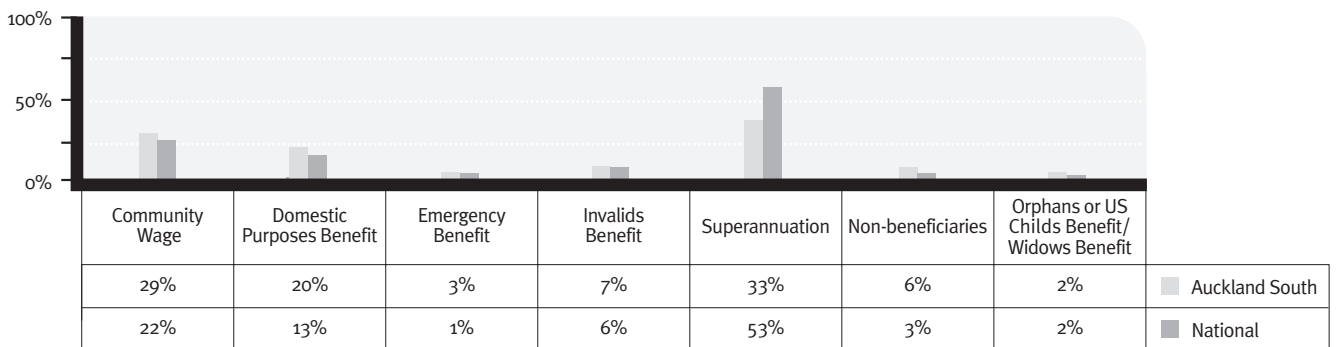
NZ Pakeha make up 30% of people on an Invalids Benefit or Community Wage (Sickness) in Auckland South, 28% are Maori and 26.5% are Pacific Peoples. Clients receiving an Invalids Benefit or Community Wage (Sickness) account for 12% of the total Auckland South register.

Auckland South has the highest number of clients receiving the Domestic Purposes Benefit in the country. This group is made up of 40.1% Maori, 27.4% Pacific Peoples and 19% NZ Pakeha.

Superannuitants make up 33% of the Auckland South register, compared to 53.5% of the national register. NZ Pakeha make up a large proportion of superannuitants (55%) in Auckland South compared to Maori (15%) and Pacific Peoples (17%).

The Auckland South region assisted over 26,500 non-beneficiaries in 1999 through the Accommodation Supplement and special benefits. Low wage earners or carers of disabled relatives are eligible for income support. This reflects the support available to non-beneficiaries.

REGISTER BY BENEFIT TYPE –
AUCKLAND SOUTH vs NATIONAL





OUR REGION (cont)

General overview of Auckland South job seekers

24,038 job seekers are looking for work with the Department in Auckland South. The Auckland South job seeker register is made up of 34.5% Maori, 35.2% Pacific Peoples, 18.1% NZ Pakeha and 12.2% other ethnic groups.

6,663 (28%) job seekers are under the age of 25 years and 10,227 (42%) are aged between 25 and 39.

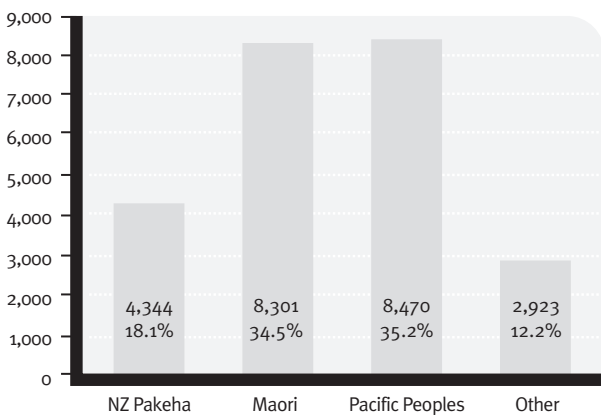
The job seeker register is made up of 12,990 (54%) clients who have been unemployed for less than one year, a drop of 20% since 1998. The number of clients (9,966) registered between one and four years increased by 18% in 1999 to 41%, compared to 23% in 1998.

Maori and Pacific Peoples make up 74% of long-term unemployed clients registered for four years and more. The total number of job seekers registered as long-term unemployed dropped by 2% to 4%.

A third of Auckland South job seekers hold tertiary, university or professional qualifications, with a large proportion (60%) having no tertiary qualifications. Therefore, a low-skilled occupation is a popular job choice with many Auckland South job seekers. 36% of Auckland South job seekers chose labouring as their preferred occupation. Employment in other industries such as sales and service 8.3%, manufacturing 7%, clerical 5.3%, building 3% and transportation 3% is also sought by Auckland South job seekers.

In the December 1999 quarter, the unemployment rate in Auckland dropped by 1.2% to a low of 5%. The national rate remained steady at 6.3%.

ETHNICITY OF REGISTERED JOB SEEKERS IN AUCKLAND SOUTH – JUNE 2000





OUR REGIONAL STRATEGIES

Of the 70,704 clients registered with Auckland South, 61.8% (43,662) receive non-work-tested benefits. The remaining 38.2% (27,042) are job seekers in receipt of the Community Wage or Domestic Purposes Benefit. It is critical that all clients receive their correct benefit entitlements and that these are assessed in a timely manner.

The disproportionate level of Maori and Pacific clients unemployed (70%) in Auckland South means that the region will focus on these clients and communities again this financial year. Targeted interventions and case management will ensure needs are clearly identified and strategies and initiatives are developed which meet these needs, including the purchase of industry-based skills training and development programmes specifically linked to the needs of the labour market.

60% of Auckland South job seekers registered with the Department hold no tertiary qualifications. Therefore, early intervention with these young people is critical. Clearly, the targeted approach we are planning will greatly enhance our ability to identify barriers and needs early and ensure a structured approach to moving these clients towards a positive independent future. Collaboration across agencies, including Skill New Zealand and the industry training organisations, to link these young people to the new modern apprenticeships framework will be an important focus for the Auckland South region.

Auckland South has a high number of sole parents. Clearly, there is a need to target appropriate interventions that support these clients towards a positive future. The Compass programme will continue to be one of our key programmes to support these clients, along with other targeted case management which is designed to enable identification of individual needs.

Close liaisons with other community organisations and agencies designed to support these clients will continue to be a feature of our approach.

The need to continue building collaborative relationships and partnerships across sectors, community agencies, local bodies and iwi to support community capacity-building and economic growth in the region is crucial. We are well positioned to support this and in some instances drive it.



OUR REGIONAL STRATEGIES (cont)

Key priorities for the 2000/2001 fiscal year

- Increase the number of Maori and Pacific Peoples moving into full-time employment.
- Increase the participation rates for Maori and Pacific Peoples in development opportunities.
- Increase the participation rates for youth in development opportunities, leading to further education, training and employment.
- Increase the number of sole parents moving into development opportunities leading to further education, training and employment.
- Upskill clients through purchasing relevant training and offering work-based experience.
- Account manage employers to ensure that we understand their businesses and that we maximise the number of our clients gaining employment.
- Provide ongoing support to clients who gain employment through assessing them for ongoing income entitlement.
- Ensure income support is accurate and timely.
- Ensure clients in receipt of a benefit are referred to social services based on need.
- Increase the level of support and encouragement for people with disabilities to enable them to participate fully in the community.
- Work collaboratively with other key Government and community agencies to support our ability to achieve enhanced outcomes for clients, particularly Maori and Pacific Peoples.



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 at least 90% of clients receive their correct benefit entitlement in a timely manner.

- Ensure an accurate assessment of benefit entitlement is completed at the initial meeting.
- Provide clients with information on the full range of additional assistance available on an ongoing basis.
- Undertake monitoring activities on a regular basis to ensure quality service is provided.
- Undertake exit interviews with clients moving into full-time work to ensure they receive full information on assistance available.
- Ensure benefit-related reviews are dealt with in an appropriate and timely manner.

Maintain a minimum level of 80% client satisfaction.

- Ensure clients are seen within 48 hours of requesting an appointment, or sooner if necessary.
- Provide specialised assistance for NZ Superannuitants and Invalids Benefit clients.
- Provide individualised and personalised service to all clients through case management.

Increase and maintain 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.
- Provide new staff with five weeks intensive training on the programmes and services administered by the Department.
- Provide ongoing training sessions for all staff as required.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

Support clients in their pathway to employment through effective individualised case management and the use of individual plans based upon sound labour market intelligence.

- All work-tested clients will be individually case managed.
- All work-tested clients will have an individualised work plan which focuses on steps to employment.
- All work-tested clients will receive full, relevant information on their entitlement in relation to further education, training and childcare.
- All clients will receive, on a needs basis, appropriate information and advice on the labour market, training and development.

Purchase appropriate training and development programmes for targeted client groups to support their ability to take up meaningful employment.

- Ensure a minimum of 75% of training places are targeted to Maori and Pacific clients.
- Ensure a minimum of 75% of Job Plus Training use is targeted at Maori and Pacific clients.
- Ensure training aligns closely to identify client needs and points of growth and development in our economy.
- Collaborate with Skill New Zealand to ensure training is available for clients which meets their needs in relation to areas of growth in our economy.

- Work with the Industry Training Organisation to identify areas of growth or need and purchase training for clients to meet this growth or need.
- Collaborate with key industries to develop training initiatives targeting clients to jobs.

Ensure sole parents have access to appropriate advice, training and development opportunities, which support their ability to participate actively in the community.

- Provide access to specialised case management through the Compass programme to appropriate sole parents.
- Provide full and timely information and assistance to all sole parents on accessing childcare subsidies.
- Provide full and timely information on available assistance to participate in further education, training and development.
- Encourage sole parents to be involved in community and voluntary work.

Work collaboratively with education, training, social agencies and iwi to develop targeted initiatives that address youth unemployment with a particular emphasis on Maori and Pacific youth.

- Collaborate with key agencies to develop initiatives targeting youth.
- Provide information to secondary schools to ensure school leavers have access to timely information on available assistance.
- Work collaboratively with COMET (an organisation funded by Manukau City Council) to develop inter-agency initiatives that target youth.



OBJECTIVES AND KEY TASKS (cont)

Provide individualised case management to all clients to support their ability to gain employment.

- Assist clients to overcome barriers by ensuring they are provided with full information on assistance available when moving into employment.
- Develop an intensive case management approach for targeted groups of Maori clients, which focuses on intensive support and stair-casing into stable employment.

Regularly review and update labour market intelligence to identify areas of growth, development and opportunity.

- Gain access to relevant labour market intelligence through maintaining strong relationships with key organisations such as local body economic development units, commerce and business leaders.

Maximise the placement results for people in Auckland South.

- Market the Department's programmes and services to the business sector and community to maximise our ability to support people into employment.
- Develop client profiles to assist in promoting individuals to the business community.
- Account manage individual employers and sectors to meet their staffing requirements and to assist clients into employment.
- Develop or purchase appropriate training programmes for clients that meet particular industry needs.

- Maximise our ability to support clients into employment through providing them with access to training programmes such as Work Track and Work Action that provide job search skills.
- Require all contracted service providers to achieve a minimum level of employment outcomes.

Work in partnership with local authorities, iwi groups and other agencies to stimulate labour market growth and employment opportunities.

- Collaborate with key agencies to benefit clients and communities.
- Participate in key inter-agency meetings for the benefit of mutual clients.
- Develop initiatives that will stimulate opportunities for clients, such as Taskforce Green, Job Connection and Job Plus Maori Assets.
- Promote the Department's resources and programmes to support the implementation of initiatives.
- Provide advice and assistance to community groups and organisations that support their ability to be independent.
- Continue to work with Maori communities and organisations to ensure the best possible outcomes for Maori.



OBJECTIVES AND KEY TASKS (cont)

Increase the number of clients establishing their own businesses.

- Provide specialised assistance to clients seeking to become self-employed.
- Support a minimum of 150 clients into their own businesses through the effective use of the enterprise programme.

Provide relevant information and support to clients placed into employment.

- Ensure low income earners are aware of income assistance available.
- Provide ongoing post-placement support to at-risk clients to encourage sustainability.

STRATEGIC OUTCOME 3

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

Increase the number of Maori clients placed into employment.

- Work with Community Employment to provide advice and assistance to Maori groups, organisations and communities to support them towards self-determining solutions and independence.
- Collaborate with key Maori organisations and providers to develop a programme which seeks to take a whanau approach to breaking the cycle of intergenerational welfare dependence.
- Provide individualised case management support to all Maori clients ensuring a focused work plan is developed that leads to stable employment.
- Strengthen alliances with key Maori employers and iwi to achieve improved employment outcomes.
- Collaborate with iwi, Te Puni Kokiri and other key Maori organisations to ensure priorities and resources are targeted to achieve more effective results and economies.
- Increase the number of Maori clients profiled to business sector to 300.



OBJECTIVES AND KEY TASKS (cont)

Develop a strategy that focuses and supports Maori communities and groups on a pathway to self-determination and independence.

- Work with Community Employment to support the development of initiatives that lead to economic, social and community development.
- Collaborate with other agencies such as Te Puni Kokiri to develop initiatives and provide support.
- Ensure access to the full range of assistance and programmes is available to support the development of ideas and initiatives.
- Continue to build a relationship with iwi that reflects our obligations as representatives of the Crown.
- Where appropriate involve Maori, both internally and externally, in the development, design and delivery of programmes aimed at increasing the potential for achieving positive outcomes for Maori.
- Facilitate regular hui as a forum (internally and externally) to collaboratively develop strategies which will assist Maori into employment and other activities.
- Maintain our focus on supporting the development of a minimum of two Maori organisations as they build their capability to effectively compete for contracts that focus on Maori.

Increase the number of Maori clients taking up self-employment as an option.

- Provide opportunities for Maori clients to develop business management skills.
- Collaborate with enterprise agencies to develop strategies that support Maori clients to achieve self-employment.

Provide training and development opportunities to meet the needs of Maori clients.

- Support local Maori organisations to contract to deliver training and development programmes for Maori clients.
- Purchase a minimum of two specific training and development opportunities targeted for Maori clients.
- Ensure a minimum of 40% of training places purchased by Auckland South are targeted to Maori clients.
- Where appropriate support the development of initiatives developed by Maori organisations and delivered within a Maori environment.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 4

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

Work actively and in collaboration with key Government agencies in the support of clients and communities.

- Provide information and advice on the Department's services and programmes.
- Participate actively with Strengthening Families strategies.
- Participate in inter-agency initiatives and strategies that support clients and communities.

Work actively and in collaboration with community support and advocacy groups.

- Meet quarterly to share information and discuss ways of improving support and assistance to clients.
- Provide information and advice on the Department's services and programmes.

Work in partnership with local authorities and iwi to develop initiatives that support clients and communities.

- Collaborate in the development of strategies that ensure a holistic approach to services.
- Work actively with Manukau City Council and other local bodies to collaborate in the development of initiatives that meet client and community needs.
- Meet with key Maori leaders or groups a minimum of bi-annually to collaborate on issues or the development of initiatives.
- Have key personnel attend Poukai rounds to provide information on the Department, community employment programmes and services.

- Ensure key staff are made available to attend key Maori events and hui to provide advice and information.

Develop strategies to support Pacific communities and clients.

- Actively collaborate with key agencies to develop and implement initiatives that support Pacific communities and clients.
- Work collaboratively with the Ministry of Pacific Island Affairs to support Pacific communities to develop local solutions.
- Work collaboratively with community employment to develop community-based initiatives that support economic, social and community development.

Support and encourage people with disabilities to be able to participate and engage fully in positive activity in the community.

- Ensure people have access to the full range of programmes and services available.
- Provide information and referral service for specialist assistance and support.
- Identify and provide a full range of appropriate opportunities from full-time paid work to voluntary and community work.
- Ensure access to financial assistance for the modification of work places to support individual needs.
- Actively collaborate with agencies set up to provide specialist support and service such as Workbridge.
- Engage a specialist to develop and deliver a targeted programme for clients with disabilities that will enhance their ability to gain employment.



ACHIEVING OUR KEY TASKS

Delivery response

It is critical to provide a greater level of focus within centres – to respond quickly, but also to increase performance in employment-related outcomes for Maori and Pacific clients, who collectively make up almost 70% of our work-tested register. We believe this focus can best be achieved through the development of a more specialised approach to case management and propose that resources will be streamed under work-tested or non-work-tested clients.

The unemployment rate in Auckland South is 8% and is predominantly made up of Maori and Pacific Peoples who collectively make up 69% of job seekers registered with the Department in Auckland South, compared to 39% nationally. This clearly reflects a need to develop a far more focused and targeted approach if we are to impact on the current levels.

Specialised case management based on work-tested and non-work-tested clients would support our ability to focus on improving both income-related and work-related outcomes. We believe this improved focus should result in significantly improved employment outcomes for Maori and Pacific clients. A greater level of specialisation will also enable staff to identify the most appropriate solution for client needs from the broad range of social services and assistance available.

The primary objective of the proposed work-tested client teams will be to identify appropriate interventions and assist job seekers to undertake these so that it increases their ability to attain employment. A smaller team of Case Managers and Work Brokers will work with work-ready job seekers to identify employment opportunities for them. Once placed, the Work Broker will ensure that they remain in employment. This will be provided through a

programme of post-placement support. Exit interviews will be provided to all clients to ensure ongoing benefit or supplementary assistance is provided. The income support needs of these clients will continue to be managed by Case Managers.

Non-work-tested clients will be managed by a team of Case Managers, who will proactively case manage to ensure that clients receive their correct entitlement to income support, that it is obtained in a timely manner, and that clients are aware of the forms of supplementary assistance they may be eligible for in the future.

Deployment of resources will be reviewed regularly to ensure these are aligned to the client register makeup and needs within the region.

This region places a high value on the close relationships that have been built and must continue between the Department, community groups, local bodies and key agencies. To gain maximum advantage from these relationships, a regional employment team, consisting of two community Work Brokers, a small business enterprise specialist and an employment manager, has been set up to work alongside our contracted services team to provide a direct interface with Community Employment, local bodies, key agencies and various community groups.

This team will work collaboratively with these organisations on specific targeted initiatives. The aim is to build and support community capability and economic growth in the region and support the Closing the Gaps strategy for our Maori and Pacific clients. They will identify community work opportunities, including Taskforce Green, to increase our clients' skill levels. The team will also identify appropriate skills for employment training that link the needs of our priority groups to the needs of our labour market.



A C H I E V I N G O U R K E Y T A S K S (c o n t)

Purchasing of contracted services will principally focus around the Closing the Gaps strategy for Maori and Pacific Peoples and will be aligned closely to meet client needs. The effect of implementing the service delivery model and the regional employment team will be to allow partnerships to be formed and community involvement in determining and developing programmes to suit our Maori and Pacific clients. For example, Auckland South initiated dialogue with community groups and key agencies around targeting Maori youth unemployment, out of which a pilot programme was developed based on a whanau and marae approach to address the issue of inter-generational unemployment. A Maori umbrella organisation representing 12 Maori training providers has been contracted to deliver this programme. It will utilise the respective areas of speciality to assist and support clients to overcome any issues and barriers that may hinder their ability to achieve sustainable employment.

Available employment in the region, which is predominately semi-skilled, matches client-identified job choices. However, linking clients to training and development programmes to position them to take up these job opportunities is key to achieving our goals of closing the gaps for our clients.

To this end, we have developed robust relationships with the business community so that we are well positioned to purchase training and development that directly links to the needs of the labour market, thereby ensuring credible employment outcomes.

Rationale

A focused approach to the delivery of our services to our clients and our communities is crucial to achieving our key priorities. A level of specialisation around work-tested and non-work-tested case management will provide this focus and allow for a greater level of targeting.

The proposed service delivery model will ensure an increased focus and will simplify tasks and activities at a central level, which in turn will result in an increased level of ability and proficiency.

Extensive evaluation and analysis have been undertaken to identify key factors that could or would be affected by the proposed changes. We believe we have identified these and have factored in strategies for managing risk.



OUR COMMUNITY COMMITMENT

Programme	Forecasted new starts	Budget
Job Plus	1,526	\$7,933,764
Job Plus Training	320	\$400,000
Job Plus Maori Assets	26	\$144,664
Enterprise Allowance	400	\$1,132,500
Business Training and Advice Grant	150	\$90,000
Taskforce Green	450	\$2,503,800
Job Connection	100	\$988,000
Community Work	500	\$220,000
Work Start	1,000	\$180,000
TOTAL	4,472	\$13,592,728

Programme	Forecasted new starts	Budget
Job search	2,000	\$100,000
Information services	37	\$15,000
Work confidence	300	\$719,898
Work skills	400	\$1,548,405
TOTAL	2,737	\$2,383,303



C O N S U L T A T I O N

Franklin LEC, Pukekohe	Families Are Us, Papakura
Manukau City Council	Adecco, Penrose
Foodworld Supermarket, Otara	Mercy Missions Trust, Papakura
Te Puni Kokiri	C & R Packers, Otahuhu
Momma's Frozen Products, Papatoetoe	Papakura Marae, Papakura
Ministry of Pacific Island Affairs, Manukau	Sahara Motors, Otahuhu
Chequer Packaging, Greenmount	Manurewa West Primary, Manurewa
The Warehouse, Manukau	Asset Kitchens and Joinery Ltd, Otahuhu
Fisher and Paykel, East Tamaki	Te Kotuku Whare Akonga, Manurewa
Allied Workforce, Penrose	Otahuhu Chrome Platers, Otahuhu
Woolworths Distribution, Manukau	Finlayson Park Primary School, Manurewa
KT Footwear, Manurewa	Unique Furniture, Otahuhu
Continental Pies, Greenmount	Clendon Park Primary School, Manurewa
Printing Technologies, Manukau	Global Communications, Otahuhu
Budget Lodge, Manukau	Manukau Urban Maori Authority, Papatoetoe
Seaway Cleaning, Papatoetoe	Designer Textiles, Otara
Hydestor, Greenmount	Training and Budgeting Service, Manukau
Ford Alloy Wheels, Manukau	Waitemata Breweries, Otahuhu
Pukekohe Timber, Pukekohe	Manukau Pacific Island Presbyterian Church, Papatoetoe
Mangere East Medical Centre, Mangere	Status Manufacturing, Hunters Corner
KPH Produce, Bombay	Roti Miterio O Fuinga Niva, Otara
Nga Whare Waatea, Mangere	Warehouse Distribution, Hunters Corner
Counties Inn, Pukekohe	Pasifica Employment Development Trust
Mangere Community House, Mangere	Hitex Plastering, Howick
Bernado's Pizzeria, Pukekohe	Country Wide Movers, Clendon
Papatuanuku Kokiri Marae, Mangere	Debue Retail Store, Papatoetoe
Premier Aluminium, Papakura	The Profit Recovery Group, Manukau
Sir Douglas Bader Intermediate, Mangere	Ashworth and Taylor Sheetmetals, Otahuhu
Woolworths, Pukekohe	Storex Industry Limited, Panmure
Tuakau Homebuilders, Tuakau	Formwork Builders, Otahuhu
Pukekohe Cosmopolitan Club, Pukekohe	Camera House, Pakuranga
Nga Hau E Wha, Pukekohe	Liquorworld, Papatoetoe
TSS Security, Manukau	Masta Maintenance Service, Manukau City
Buckland Primary School, Pukekohe	Chep NZ Limited, Manukau
Victor Industries, Pukekohe	Priceright Parts & Machinery, Manukau City
Shoreline Kids, Waiuku	The Bike Warehouse, Papatoetoe
Vege Shack, Pukekohe	



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

Mod Fab Wholesalers, Wiri
The Catering Company, Onehunga
Jakaar Industries, Manurewa
Container Link Limited, Panmure
Purity Foods, Wiri
Sudserella, Manurewa
Ernest Adams, Onehunga
Burger King, Manurewa
EDS, Ellerslie



Work and Income NZ
Te Hiranga Tangata