



Work and Income NZ
Te Hiranga Tangata

... Regional Plan for

Bay of Plenty

2000/2001



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M E S S A G E F R O M T H E C H I E F E X E C U T I V E

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 on the Bay of Plenty region's past year and to share our strategic direction and focus for the 2000/2001 year.

The Bay of Plenty region is one of the most diverse in New Zealand, covering a significant geographical area, with wide variances in social and economic status.

Over the past 12 months our focus has been on fully integrating all service delivery sites, developing credible job applicants for the local labour markets, further developing effective relationships with key community organisations and providing an effective and efficient income support service to our clients.

Although there has been significant challenges for a number of reasons, there has also been significant successes.

- By improving economic conditions and working closely with employers, we have been able to place more than 6,900 clients into paid employment – of this nearly 60% were full-time positions. This has been a significant improvement on past results.
- More than \$2.2 million has been spent on training and development opportunities for our clients. This has meant that more than 7,100 clients have taken part in work confidence and skills training activities.

- Self-employment has become attainable for 70 clients.
- Maori make up a large portion of our population and it is pleasing to advise that over 3,400 Maori clients were placed into paid employment and over 4,500 Maori clients placed in development activities. We have also been working to develop relationships with local iwi on both local and regional levels.
- The Bay of Plenty has the highest number of unemployed clients registered for over four years in New Zealand. I am pleased to advise that not only have we been able to halt the flow of clients into this category, we have been able to reduce the number by nearly 100.

Highlights of our work over the next 12 months will be the introduction of specialist case management for youth, Maori and long-term unemployed, and enhanced liaison with iwi and community organisations.

The challenge for the coming year is to build on our past experiences and our newly laid foundations to provide higher levels of service to our communities, employers and clients.

I am confident that we will be able to do so with the ongoing support that we have already received from the community.

CARL CRAFAR
Regional Commissioner
Bay of Plenty



OUR REGION



According to the 1996 census, the Bay of Plenty has a population of over 286,000 people, of which 28% identify as Maori. There are 16 representative iwi groups who affiliate to Te Arawa Federation, Ngai Te Rangi, Mataatua Confederated Tribes, Ngai Tuhoe, Whakatohea, Whanau a Apanui, Ngati Raukawa and Ngati Tuwharetoa.

Benefit demographics

As at 30 June 2000, the Bay of Plenty had 80,476 people receiving financial assistance from the Department of Work and Income. NZ Superannuitants continue to be the most significant group receiving assistance, 51% of this figure.

As at 30 June 2000 there were 21,686 registered unemployed in the Bay of Plenty – with 28% aged between 30 and 39, 21% aged between 40 and 49, and 16% aged between 20 and 24. Maori make up a disproportionate number of those unemployed, at 54% of the register, compared with the national figure of 30%.

7% of those unemployed have been so for over four years. This is one of the highest in New Zealand, with Maori making up 73% of that percentage.

Youth continue to make up a disproportionate number of those registered as being unemployed with over 2,125 aged between 15 and 19 years. Of this, 58% identify as Maori.

Introduction

The Bay of Plenty region geographically covers the area stretching from the Central Bay of Plenty settlement of Turangi in the south, to Katikati in the north, Whakatane and Opotiki in the east, and the dairy and forestry town of Tokoroa in the west. There are eight territorial local authorities within the region, which include the district councils of Rotorua, Tauranga, Western Bay, Whakatane, Kawerau, Opotiki, Taupo and South Waikato.



OUR REGION (cont)

There are over 12,000 sole parents receiving assistance in the Bay of Plenty. This equates to 15% of those receiving benefits and compares to a national average of 12.5%, with the highest proportion of these recipients aged between 30 and 39 years.

The national average for those receiving the Community Wage (Sickness) is 11% of the benefit population. However, the Bay of Plenty is lower with 9% of our benefit population receiving Community Wage (Sickness). As at 30 June 2000, 3,998 clients were receiving the Invalids Benefit, which is an increase of just over 400 on the number receiving it for the same time last year.

Economy

The main industries by employee numbers in the Bay of Plenty are the primary, wholesale, retail trade and manufacturing sectors. Together, these industries account for 40% of total employment¹.

The Bay of Plenty regional economy is more dependent on agriculture and primary processing than many other regions in New Zealand. Both of these sectors floundered in 1998, but recovery looks to have begun in 1999. Overall, the Bay of Plenty economy is performing close to the New Zealand average.

The region's reasonably strong economic growth throughout 1999 is based on improvements in a number of sectors, including tourism and forestry. It is expected this growth will continue due to increased demand from Asia.

The improving labour market conditions have therefore meant an increase in job opportunities and have led to an increase in the region's labour market participation rate. According to the quarterly Household Labour Force Survey (HLFS) for March 2000, this rate was 63.1%.

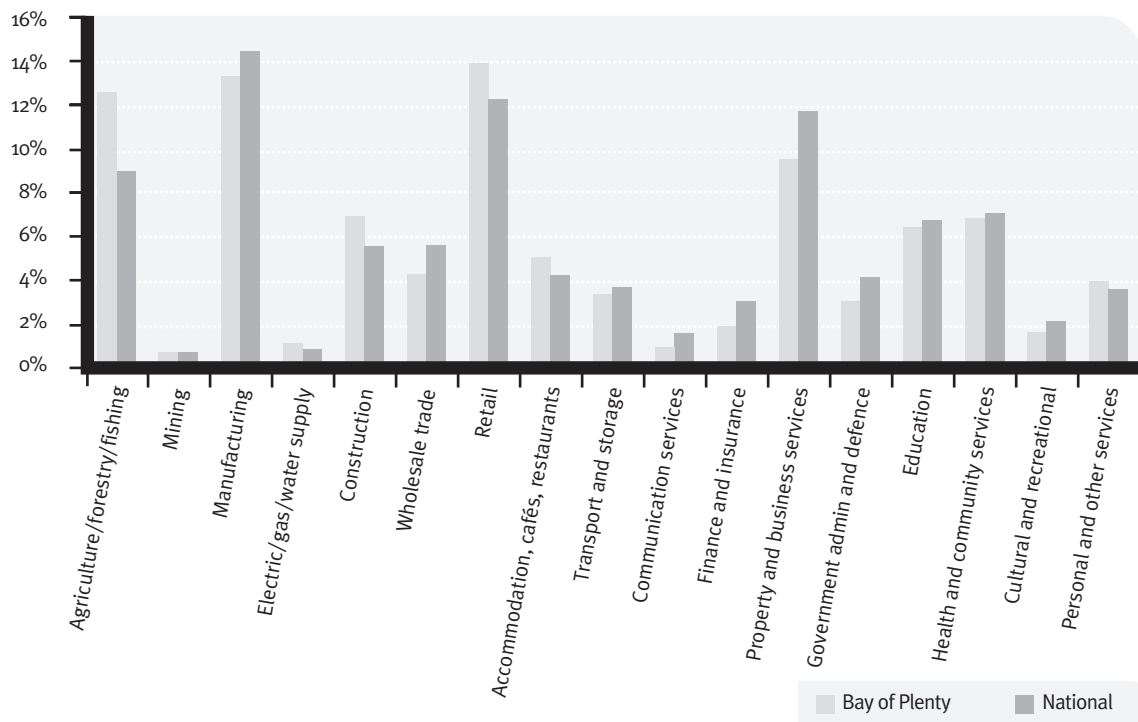
Coinciding with this has been a drop in the unemployment rate. As at 30 June 2000, this was 7.2%, compared with a New Zealand rate of 6.4%. Although this is the fourth highest unemployment rate in New Zealand, it is the lowest quarterly rate since pre March 1991. Between the March 1999 and March 2000 quarters, the number of people employed in the Bay of Plenty region had increased by 11,600 while the number of unemployed had fallen by 3,500. This pushed the unemployment rate down by 4.1% in this period.

¹ Statistics New Zealand census, 1996.

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OUR REGION (cont)

INDUSTRY COMPOSITION



Consultation

In addition to drawing information from the Department’s data and staff, we undertook discussions with a wide range of organisations and people to assist with the development of this business plan.

Input from 353 employers, community groups, training providers, iwi organisations, Maori authorities and councils was gained, seeking information on labour market trends and development needs of those seeking work.

In addition to the above, over 602 of those receiving financial assistance were interviewed to scale development needs and identify the barriers they see to gaining employment.

The results regarding labour market growth in the next 12 months were reasonably consistent across the whole Bay of Plenty region and confirmed last year’s trends.

It is expected that there will be growth in the tourism and hospitality industry (56% of respondents) with jobs being available in cafes and restaurants as well as a need for hotel and motel staff. The agriculture, forestry and fishing sector (52% of respondents) is also expecting growth. Forestry in particular is highlighting a need for both timber machinists and graders as well as a large number of forestry management workers. This is estimated to be in the vicinity of more than 200 extra workers a year. The final major area of growth is in the construction sector (33% of respondents) with most trades within this sector requiring staff.



OUR REGION (cont)

The tourism and hospitality, agriculture, forestry and construction industries were seen as the top growth areas for the next five years.

The outlook for Government administration and defence has not been forecast positively by employers over the next five years. 24% believe there will be a decline in these industries. Manufacturing with 21% and retail trade with 20% followed this.

Feedback from those consulted provided varying ideas and perspectives on the areas that people need to develop in order to compete successfully in the labour market.

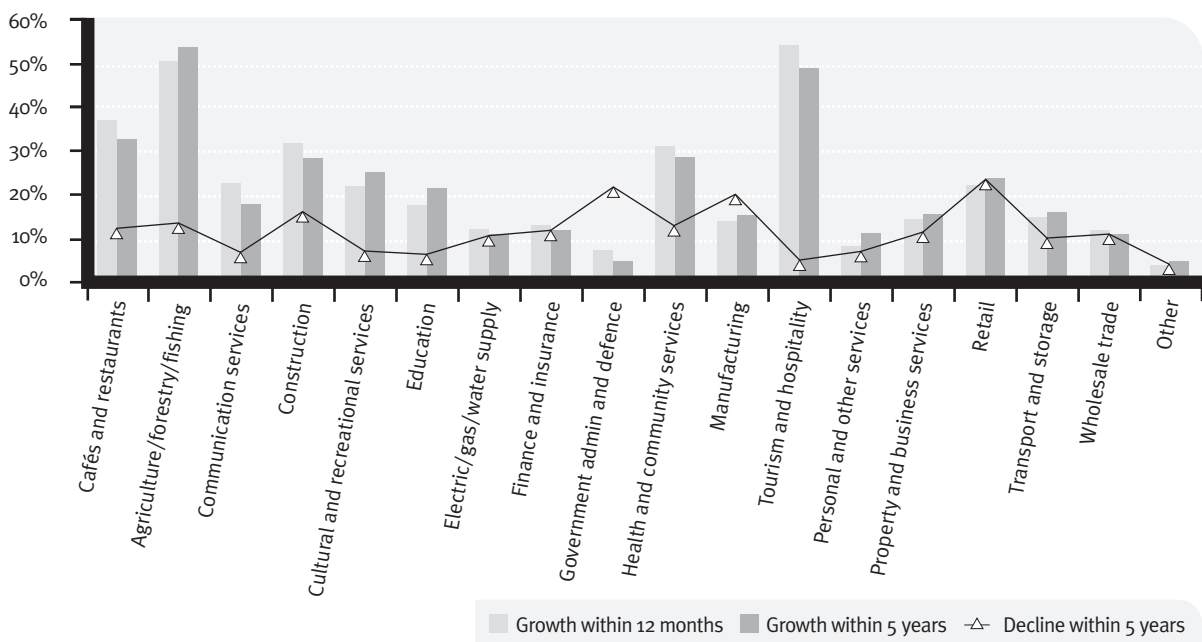
Even though employers were asked to comment on skill requirements needed over and above motivation, confidence and presentation, 43% still mentioned these qualities, once again highlighting the importance of having a positive attitude towards

employment. Communication and interpersonal skills were a priority for 26%, while office and computer skills, work ethics and client service were each seen as high priorities for 12% of those consulted.

Interestingly enough, 21% of clients agreed they needed motivational training. However, 37% believed they needed more on-the-job training and 36% believed computer skills were a high priority.

Clients were also asked to identify their biggest barriers to gaining employment. A massive 45% believed their biggest barrier was a lack of transport. Another 32% cited a lack of skills, while 31% believed lack of work experience was their biggest barrier.

INDUSTRY GROWTH AND DECLINE





OUR REGION (cont)

Western Bay of Plenty

This area includes Tauranga, Mount Maunganui and Te Puke. There are five service centres that make up this cluster, situated at Greerton, Tauranga CBD, Mount Maunganui, Bayfair and Te Puke.

Western Bay of Plenty has an approximate population of 120,000 of which 25,000 are under the age of 15, with a further 68,000 of working age (15-65 years) and approximately 17,500 over the age of 65. Of the total Western Bay population 18,000, or 15%, identify themselves as Maori.

Benefit demographics

As at March 2000, there were 25,635 clients receiving some form of financial assistance from the Department of Work and Income, with NZ Superannuation clients making up a significant 47% of this total. 28% of our clients are receiving the Community Wage (Job Seeker) or Independent Youth Benefit, and 16% are in receipt of the Domestic Purposes Benefit.

Maori is a significant client group within the Bay of Plenty with Community Wage recipients at 52%. However, they represent only 21% of recipients of the Community Wage within the Western Bay of Plenty. This client group also makes up a large proportion of the longer duration bands, highlighting that Maori tend to suffer longer periods of unemployment. Youth under the age of 20 make up 7% of the Western Bay of Plenty client base excluding NZ Superannuitants.

The number of clients receiving the Invalids Benefit and Community Wage (Sickness) has increased from 2,410 in March 1999 to 2,659 in March 2000.

Economy

Horticulture

This is made up predominantly of kiwifruit and avocado. Construction within the Western Bay of Plenty has continued to be reasonably buoyant over the past 12 months and this trend is expected to continue, as confirmed by 45% of employer respondents to the recent consultation.

The construction industry also encompasses associated services such as plumbing, cladding, electrical, painting, interior finish and landscaping.

With 16% of the Western Bay of Plenty population over the age of 65, this section of the population has grown by an estimated 3.8% per annum for the past two years. This has generated opportunities within the elderly care business, which is expected to continue growing.

Tourism

Within the Western Bay of Plenty, tourism has shown a 7% increase over the past two years and this is expected to continue as well as providing positive spin-offs for the retail sector.



OUR REGION (cont)

Consultation

Consultation with all community sectors as part of the business planning process identified a number of growth areas within this sub-region. These are within the hospitality and tourism sector, health and community service as well as skills enhancement across all sectors in client service. 51% of the employer respondents from the Western Bay of Plenty have a view that tourism and hospitality will experience growth within this sub-region over the next 12 months. In addition, 40% responded that they believed agriculture, forestry and fishing would experience growth as well.

Interestingly, 16% of all employer respondents to the consultation appeared to see a decline in the retail sector over the next five years, whilst 29% expected a decline in Government administration within the Western Bay of Plenty sub-region over the same period.

Summary

- The Western Bay of Plenty economy continues to show positive signs mainly through the horticulture, construction, tourism and hospitality industries.
- It is expected that the percentage of part-time versus full-time opportunities will continue to be around 30 to 35%.
- With the over 65 years population expected to continue growing at approximately 3.8% per annum, there is expected growth in the health and community care areas.

Eastern Bay of Plenty

This sub-region covers Matata to East Cape to Kawerau and is serviced by three service centres – one each in Whakatane, Opotiki and Kawerau.

The Eastern Bay of Plenty has an approximate population of 50,000 of which 10,000 are under the age of 15. The working population (15-65 years) is approximately 30,777, and 4,941 (or 9.8%) of the Eastern Bay of Plenty population is over the age of 65. A significant aspect of this sub-region is that 23,000 (or 46%) identify themselves as Maori.

Demographics

As at March 2000 the Department had 13,635 clients receiving some form of financial assistance within the Eastern Bay of Plenty. Of this total, 5,761 (or 42%) were NZ Superannuitants, 26% of our clients were receiving the Community Wage (Job Seeker) or Independent Youth Benefit, and 16% of the Eastern Bay of Plenty clients are in receipt of the Domestic Purposes Benefit.

Maori is a significant client group within this sub-region and represent 68% of recipients of the Community Wage. This group also makes up a large proportion of the longer duration bands.

Youth under the age of 20 make up 6% of the Eastern Bay of Plenty client base excluding NZ Superannuitants. The number receiving the Invalids Benefit and Community Wage (Sickness) increased from 1,073 in March 1999 to 1,175 in March 2000.



OUR REGION (cont)

Economy

There are three main industries supporting the Eastern Bay of Plenty. These are forestry, agriculture and horticulture. Both the forestry and horticulture industries are expected to expand in the next 12 months to three years. Forestry harvesting volumes are expected to double within the next five years and this will also create expansion in the log manufacturing sector and forestry management functions. It is also expected that further land will be developed into horticulture units.

Consultation

The recent consultation process undertaken as part of the planning cycle suggested that, along with forestry and horticulture (70% of respondents), tourism and hospitality (50%) as well as construction (31%) are likely to be growth areas.

Other sectors that continue to support the Eastern Bay of Plenty economy are service industries. It is expected that the forestry industry will be the major provider of opportunities within the Eastern Bay of Plenty over the next two to three years, specifically around harvesting operations. The expected demand for this will also significantly drive the provision of training opportunities. The harvesting sector is already feeling the effect of limited skill availability.

The consultation process also sought feedback on expected job market decline over the next five years. A significant 27% of respondents from the Eastern Bay of Plenty expected the retail industry to decline over that period with 32% also expecting Government administration to diminish.

Summary

The Eastern Bay of Plenty economy is expected to be underpinned by growth within the forestry and horticulture industries and to a lesser degree the service sector.

Central Bay of Plenty

This sub-region extends from Rotorua to Tokoroa and down to Turangi. There are four service centres within this sub-region at Rotorua, Tokoroa, Taupo and Turangi. There are also three satellite locations at Putaruru, Mangakino and Murupara.

This sub-region has an approximate population of 126,000, of which 79,098 are of working age (15-65 years). 10% are over the age of 65 and 33,000 are under the age of 15. Nearly 39,000 (or 31%) identify themselves as Maori.

Demographics

As at March 2000, the Central Bay of Plenty region had 29,490 clients receiving some form of financial assistance. Of this number, 46% were NZ Superannuitants and 5,411 (or 18%), were in receipt of the Domestic Purposes Benefit which is 5% higher than the national average. 22,000 of Central Bay of Plenty region clients were receiving the Community Wage (Job Seeker) or Independent Youth Benefit.

Maori is a significant client group within this sub-region and represent 55% of the recipients of Community Wage. This group also makes up a large proportion of the longer duration bands.

Youth under the age of 20 make up 6% of the Central Bay of Plenty region client base, excluding NZ Superannuitants. The number receiving the Invalids Benefit and Community Wage (Sickness) increased from 2,521 in March 1999 to 2,567 in March 2000.



O U R R E G I O N (c o n t)

Economy

This sub-region's economy greatly depends on tourism and forestry in the main. Of these, forestry will provide the majority of growth opportunity over the next two to five years.

Harvesting volume increases are predicted to put a strain on workforce resources across all sectors within this industry. Recruitment and training requirements for this industry will require a co-ordinated approach, not only within this sub-region, but also stretching into the Eastern Bay of Plenty as well.

Tourism has picked up since the Asian crisis and is expected to continue to grow. With Air New Zealand changing its aircraft fleet within the next 12 to 18 months, Bay of Plenty, and specifically Rotorua, is studying its options regarding the inbound and outbound air traveller. Whatever the decision, this will have a major impact on tourism within the central North Island.

Agriculture continues to be static and has to take into account weather impacts from previous drought conditions, but is also experiencing some strong markets for beef and mutton.

A recent survey (April 2000) of retail space in Rotorua's central business district indicates a drop in the number of empty shops of approximately 18% over the same time last year. Industrial space availability over the same time last year shows an increase of 2%.

Consultation

The consultation undertaken as part of the planning process confirms the above with 71% of respondents expecting growth in tourism and hospitality and 52% growth in agriculture, forestry and fishing. This consultation also identified some areas of skills that need to be addressed, especially around forestry and tourism.

20% of the 120 employer respondents from the Central Bay of Plenty region believed that the retail, construction and manufacturing sectors would decline over the next five years. 19% of the respondents also thought there would be a decline in its manufacturing, health and community service industries.

Summary

It is expected that the economy within this sub-region in the next two to five years will again be mainly driven by forestry, tourism and agriculture, with all their supporting service industries. There is an identified skills and recruitment gap, especially around forestry, to be addressed.

Where to from here?

This regional profile has provided an insight into the labour market and the individuals that we serve. We have taken the opportunity to consult with people to best identify how to meet the needs of the region. The information gathered will be used as a basis to develop and enhance the relationships to meet the needs of our clients in partnership with other organisations and community groups. As Maori, youth and long-term unemployed job seekers feature as a priority group for our region, our objectives and strategies for the year 2000/2001 are primarily targeted to meet the training, community, social and employment needs of these groups.



OUR REGIONAL STRATEGIES

The region's strategic approach with regional flexibility is to focus on priority groups as highlighted by our demographics.

Based on this there will be a number of different models introduced across the Bay of Plenty including

- work-tested/non-work-tested splits
- benefit-specific case management
- youth case management
- duration-based case management
- ethnicity-based case management.

This focus will improve our performance in placing clients into paid work opportunities as well as improve clients' readiness for employment.

This approach will link with the Government's high-level employment strategy of placing long-term unemployed into employment, Closing the Gaps strategy and the region's localised solutions to local employment problems and demographics.

Although consideration was given to splitting the employment and income function in some sites, both management and staff agreed that this would serve no logical purpose and would not improve our current performance in the employment area.

Therefore, staff will continue to manage both functions of providing income support assistance as well as meeting clients' development and employment needs if applicable. In some cases, however, models will reduce the breadth of the Case Manager role.

The region's training programmes, whether they are directly contracted by the region or through sub-contracts (Skill New Zealand and Workbridge), will be targeted towards the priority client bases. These contracts in the main will include both employment and/or training outcome clauses and if applicable post-placement support.

Partnerships with community-based organisations are currently being sought to improve employment outcomes for some groups. These are likely to focus on Maori and youth and will include service delivery options and the possibility of training and placement contracts.

Key priorities for the 2000/2001 fiscal year

- Increasing the number of clients who remain in stable employment.
- Increasing the number of Maori clients moving into paid employment.
- Increasing the number of Pacific clients moving into employment.
- Increasing the number of youth moving into employment.
- Increasing the number of long-term unemployed clients moving into employment.
- Improving clients' understanding and uptake of all assistance available.



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 full information on benefit entitlement in a timely manner.

- Ensure an accurate assessment of benefit entitlements 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 interviews with clients placed into full-time work to ensure they are assessed and if applicable receive ongoing entitlement.
- Ensure reviews of decisions which are benefit-related are dealt with in an appropriate and timely manner.
- Review all current clients' entitlements to benefit assistance.

Maintain at least an 80% level of client satisfaction.

- Ensure clients are seen within 48 hours of requesting an appointment, or sooner if necessary.
- Provide specialised case management for NZ Superannuitants and Invalids Benefit clients.
- Provide individualised and personalised service to all clients 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.
- Provide new staff with five weeks intensive training on the programmes and services administered by the Department.
- Provide ongoing technical training sessions for all staff as required.
- Ensure all staff have an active training plan as part of their Performance Management Agreement.
- Maintain staff levels through timely recruitment processes.
- Continue to develop the competency of all staff to ensure they have the skills and knowledge to deliver a full range of services.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

Increase knowledge and awareness of local labour market needs and trends to better understand how to meet the needs of our clients.

- Actively research, identify and report on trends within the local labour market.
- Continue to develop and enhance relationships with key employers and their representatives, employer networks and other organisations.
- Create and maintain current profiles of economic and employment growth areas and identify potential recruitment prospects.

Purchase and provide 1,888 targeted development opportunities to enhance clients' chances of becoming independent.

- Purchase programmes that meet identified client and labour market needs.
- Purchase programmes specifically for the following priority groups: Maori, Pacific Peoples, people with disabilities, youth, long-term unemployed.
- Co-ordinate the purchasing of industry-specific skills-based programmes to address current labour market shortfalls or growth areas.
- Provide 400 opportunities for job seekers to obtain relevant work experience in both the employment and community sectors.
- Establish effective relationships and liaison with training providers to ensure training is effective.
- Regularly monitor and evaluate all training purchased to ensure it meets the needs of clients and stakeholders, and that agreed outcomes are achieved.

Provide 5,000 clients with relevant opportunities to participate in development activities.

- Increase clients' awareness of what activities are available to enhance their skills and abilities.
- Work actively with clients to produce a relevant plan outlining their development path towards achieving independence.
- Provide individualised case management to clients by ensuring that development plans are current and relevant.
- Ensure work-tested clients are supported with their development and employment needs by being seen every 12 weeks by a Case Manager.
- All participants of development activities will have a follow-up interview within four weeks of programme completion.



OBJECTIVES AND KEY TASKS (cont)

Maximise and support 2,454 clients moving into sustainable employment opportunities.

- Build relationships with employers, key agencies and communities to enhance and secure employment opportunities.
- Form partnerships with key employers and industries to become the first contact for recruitment requirements.
- Enable clients to be actively and positively profiled as credible job applicants through individualised case management.
- Place a minimum of 1,000 youth into paid employment.
- Place a minimum of 3,580 Maori clients into paid employment and 1,250 into stable employment.
- Place a minimum of 193 Pacific clients into paid employment and 87 into stable employment.
- Place a minimum of 7,053 clients into paid employment, with 60 into self-employment, and 2,454 into stable employment.
- Survey at least 10% of employers who have lodged an opportunity regarding service delivery satisfaction.

Provide relevant information to clients on what assistance is available to support them in employment.

- All clients placed into employment by service centres will be assessed for non-beneficiary assistance within two weeks of placement.
- Clients who self-place will be made aware of non-beneficiary assistance within four weeks of self-placement.
- Low-income earners will be made aware of any additional assistance available.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 3

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

Strengthen relationships with key Maori organisations and communities to identify how best to meet the needs of Maori.

- Identify new and strengthen current relationships and partnerships with key Maori organisations and communities.
- Ensure local and regional liaison staff are assigned to key Maori organisations and communities to maintain ongoing relationships.
- Communicate and share information on entitlements and resources available that may assist in meeting the needs of Maori and the community.
- Develop effective working relationships that identify the common needs and aspirations of interested parties to provide a co-ordinated approach to assisting Maori.

Develop strategies to assist in reducing the economic and employment gaps for Maori.

- Facilitate regular hui with the region and sub-regions, as a forum to collaboratively develop strategies which will assist Maori into other activities.
- Support joint initiatives with the community, key agencies, Maori organisations and Community Employment, to increase Maori participation in the labour market.
- Ensure a co-ordinated approach to funding and resourcing is provided to support the development and implementation of joint initiatives.

Actively encourage and support the development of Maori to achieve independence through self-employment.

- Provide information to Maori clients on the Enterprise Allowance, Business Training and Advice Grant, and other support available to assist in the development of a small business.
- Ensure that 30 Maori clients are supported into self-employment.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 4

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

Strengthen and progress partnerships with priority groups and those that represent them to identify how best to meet the needs of these clients.

- Identify key Pacific Peoples, communities and organisations that represent mutual clients.
- Form effective working relationships with key agencies and communities representing Pacific Peoples to identify needs and to develop potential initiatives.
- Establish relationships with providers and agencies representing mutual clients with disabilities in order to provide a co-ordinated approach to providing assistance.
- Develop a strategy in partnership with Workbridge and other support organisations to assist and support people with disabilities and special needs into training and employment.

Strengthen participation in Government, local authorities and community networks that represent mutual clients.

- Develop an effective communication strategy for both regional and local staff.
- Identify designated liaison staff in each service centre for key stakeholders, agencies and community groups.
- Meet regularly with Government, local body and community group representatives to discuss performance and share information.
- Increase representation at community and advocacy group meetings.

Develop initiatives with Government agencies, local authorities and community groups that increase clients' access to the labour market.

- Facilitate and participate in forums to develop independence of clients.
- Provide appropriate resources to support joint initiatives.
- Support and actively participate in the Strengthening Families initiative.



ACHIEVING OUR KEY TASKS

The Bay of Plenty region has a significantly higher number of clients in the key priority groups, particularly Maori and the long-term unemployed. The region has also identified that youth are a target group and any strategy involving focus on employment should include this group.

In addition to working closely with community-based organisations we are planning to adjust our internal operating approach to better meet the needs of our clients. The models will be based around the following.

- Size of the service centre.
- Demographics of the catchment area.
- Strength of the labour market.

Clients receiving NZ Superannuation, Veterans Pension or Transitional Retirement Benefit will continue to be specialised under NZ Super Case Managers in all service centres. It should also be noted that Invalids Benefit clients will continue to be specialised under the current framework.

Work-tested/Non-work-tested splits

Opotiki and Whakatane offices will work under this model. Each service centre has Case Managers dedicated to clients who are work-tested or non-work-tested. Caseloads will be made up of a range of benefit types. There will be some targeting of specific client groups on demographics within these splits.

Multi-skilled with targeting to meet the needs of priority clients

Mt Maunganui, Bayfair and Tokoroa offices are to remain within the status quo of multi-skilled service centres. There will also be some targeting within caseloads based on varying demographics.

Tokoroa will target Pacific and Maori youth clients (all benefits) under two Case Managers for each group.

Mt Maunganui and Bayfair will target Pacific clients, youth aged between 15-24, and long-term unemployed clients under specific Case Managers.

Multi-skilled only

The Turangi office will remain within the status quo due to its size. Te Puke is to remain multi-skilled with a slight variation, which will be to group all Community Wage (Job Seeker) clients with those who have been registered for more than 146 weeks under one Case Manager.

Benefit-specific (targeting)

Tauranga, Rotorua, Taupo, Kawerau and Greerton offices will be moving to benefit-specific splits with targeting.

There will be slight variations to each establishment. However, the general theme will be to split caseloads into Community Wage (Job Seeker/Training), Domestic Purposes Benefit, Widows Benefit, Invalids Benefit/Community Wage (Sickness), non-beneficiary/childcare subsidies. Targeting will again focus on the key priority groups for each service centre and will include ethnicity, age and duration.



OUR COMMUNITY COMMITMENT

Programme	Forecasted new starts	Budget
Job Plus	1,373	\$4,945,037
Job Plus Training	120	\$120,000
Job Plus Maori Assets	90	\$751,140
Enterprise Allowance	60	\$600,000
Business Training and Advice Grant	80	\$36,000
Taskforce Green	140	\$629,160
Job Connection	200	\$1,520,000
Community Work	1,000	\$441,000
Work Start	2,000	\$500,000
TOTAL	5,063	\$9,542,337

Programme	Forecasted new starts	Budget
Job search	450	\$329,465
Information services	1,890	\$200,072
Work confidence	1,686	\$974,699
Work skills	202	\$390,504
TOTAL	4,228	\$1,894,740

CONSULTATION



Iwi and Maori organisations

Ngaitai Iwi Authority
 Ngaiterangi Iwi Inc.
 Ngati Whakaue Development Trust
 Rautahi Maori Committee
 Te Pohue Trust
 Te Runanga Matauranga o Tuhoē
 Te Runanga o Ngati Awa
 Whakapakari Trust
 Whakarewarewa Village Charitable Trust
 Whakatohea Maori Trust Board

Government departments and agencies

Skill New Zealand
 Te Puni Kokiri
 Careers Services
 Training providers
 Bay of Plenty Polytechnic
 Te Wananga o Aotearoa
 Waiariki Institute of Technology
 South Waikato Education Centre Trust
 Opotiki Trade Training
 Opotiki Learning

Local authorities

Rotorua District Council
 Rotorua Development Foundation
 Opotiki District Council
 Te Puke District and Enterprise Agency
 Tourism Bay of Plenty
 Tauranga District Council

In addition, some 494 employers were contacted and surveyed along with 170 community groups, and over 1,000 clients throughout the region.



Work and Income NZ
Te Hiranga Tangata