



Work and Income NZ
Te Hiranga Tangata

... Regional Plan for

Canterbury

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

This year's plan builds on the work and progress made by staff over the last 12 months. The past year has been a busy time for the Department and its staff. Significant progress has been made in stabilising staff movements, training, and property issues from the merger. Stressful at times, we have responded well to an intense year of media interest and reviews of the Department's activities. We look forward to the challenge of taking on-board the constructive feedback provided in how we can improve our service delivery.

I am pleased to say that we have made a significant contribution in assisting Canterbury people into employment over the past year. Particularly pleasing has been a high level of stable employment placements, a measure that provides comfort that our targeted interventions are achieving a reasonable level of quality outcomes.

Our team of Service Centre Managers has worked hard over the last year to build and maintain community relationships within their geographic area. This, and the work of our regional staff, has resulted in an increased number of partnerships, and opportunities, as we work with external stakeholders towards a common interest in assisting those in need. We have also made a reasonable investment in developing staff awareness of Maori culture and the challenges faced by Maori. I believe that our external work with communities places us well in terms of renewed Government priorities of closing economic and social gaps for Maori and Pacific Peoples.

We have worked hard to develop relationships with social and advocacy groups that are reflective of the people we serve. This is an important external link for our management team as it is often these groups that get to identify the patterns and themes of the issues people face when dealing with the Department.

Frontline staff have been busy coping with increasing their knowledge and providing the best service they can. This can often be a demanding task particularly with some 6,000 case management appointments weekly. Our Work Brokers have also worked hard to maintain employer relationships and provide assistance to other staff as we have tried to build and maintain our employment focus. The reality is however that a large percentage of our 325 Canterbury staff provides social assistance in terms of income support. With over 100,000 people receiving benefits and pensions in Canterbury and one in three children living in income assisted homes, there are significant challenges for us as a wider community.

We have seen the development of a number of significant partnerships. Points of interest include a stronger relationship with local iwi, Ngai Tahu and the Christchurch City Council, involving a broader youth strategy for Canterbury, public forums with the Council of Social Services, work with the deaf community in the research and identification of their needs, better active involvement in Strengthening Families initiatives and collaborative network relationships concerned with community-wide employment co-ordination.

Priorities for the coming year will focus on several areas – Maori, Pacific Peoples and improving business relationships. Initiatives currently underway that link with the Department's strategic outcome of self-determining solutions for Maori include enhancing our iwi partnership with the extension of community-based whanau workers to work more closely with Maori clients, participation of Maori community leaders in the governing of things we do Maori, and working closely with Maori-based training providers to assist in helping to build provider capability. To help improve social and employment outcomes for Pacific Peoples we will



REGIONAL COMMISSIONER'S REPORT (cont)

establish, as a trial, a community liaison co-ordinator position. We will also develop industry-specific pre-employment training modules. Business relationships will also be improved with management and Work Broker teams focusing on improving our labour market positioning, extending business partnerships and generally improving operational performance.

I am confident that we are part of an emerging trend in partnership development as Government agencies work more closely together in a cross-sectoral way with the community towards common goals. This next year will see the expansion of our partnership activities and a greater focus on building our regional capability and supporting our frontline staff to deliver more effective employment and income services to the people we service. Of particular importance in how we measure our success will be our progress towards closing the economic and social gaps faced by Maori and Pacific Peoples. This has become a high priority for Government and one that will benefit us all.

BRUCE ASH
Regional Commissioner
Canterbury



OUR REGION



The Canterbury region includes a catchment area from the Conway River, North Canterbury to the Rangitata River in the south and from the Pacific Ocean in the east to Arthur's Pass in the west as well as the Chatham Islands.

There are 12 Department of Work and Income service centres – three rural and nine urban. The rural centres are Rangiora and Kaiapoi in North Canterbury, and Ashburton in South Canterbury. The urban centres are Shirley, New Brighton, Papanui, Stanmore, Linwood, Christchurch (High Street inner city), Riccarton, Hornby, and Sydenham.

The greater Christchurch area has a number of distinct labour markets – Hornby and Sydenham tend to be industrial with meat, poultry and seasonal vegetable processing, Riccarton and the central city are retail, services and niche

manufacturing, Papanui is retail, distribution, sawmills, apparel industry and meat works while eastern Christchurch is largely trade-related small employers, electronics assembly, light metal work, bakery and newspaper industry.

For the rural Rangiora site, major activity is shown in pip and stone fruit, agriculture and horticulture, together with the change of land to small lifestyle diversification and dairying conversions. In addition, the new \$250 million township being planned near Woodend is expected to provide 1,500 houses, and a new \$50 million employment park (industrial area) near the Northern Motorway will provide greater opportunities for activity. The planning clearly demonstrates how the growth of Christchurch will spread northward.

Kaiapoi is part of the lifestyle change with block developments in Ohoka and Fernside. Equine and related breeding activities, as well as floriculture, are underway.

Ashburton, being another rural area, majors in dairying, agriculture and horticulture. Manufacturing provides 27% of all full-time employment, construction provides 8.9% and retail provides 15%. This area also has notable service provision to an aging population.

The present-day Canterbury economy most closely resembles the New Zealand economy with all key sectors well represented. The economy is becoming increasingly service, knowledge and innovation based. For example, there are 60 call centres or intelligent back offices in Canterbury, strong electronics manufacturing and software development, and increasing events and functions being hosted.

Over the last decade, areas that have shown particular growth are tourism, service industries, manufacturing, financial and distribution services.

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

Some of these have flow-on effects. For example, increased tourism is expected to give solid growth in retail and accommodation in the longer term. International visitors contribute more than \$400 million to the Canterbury economy each year.

Growth has also occurred in education, including international fee-paying students. On average, each foreign student pays NZ\$10,000 per year to their high school for tuition and other fees. For example, Papanui High School currently has over 330 overseas students of whom 85 are fee-paying.

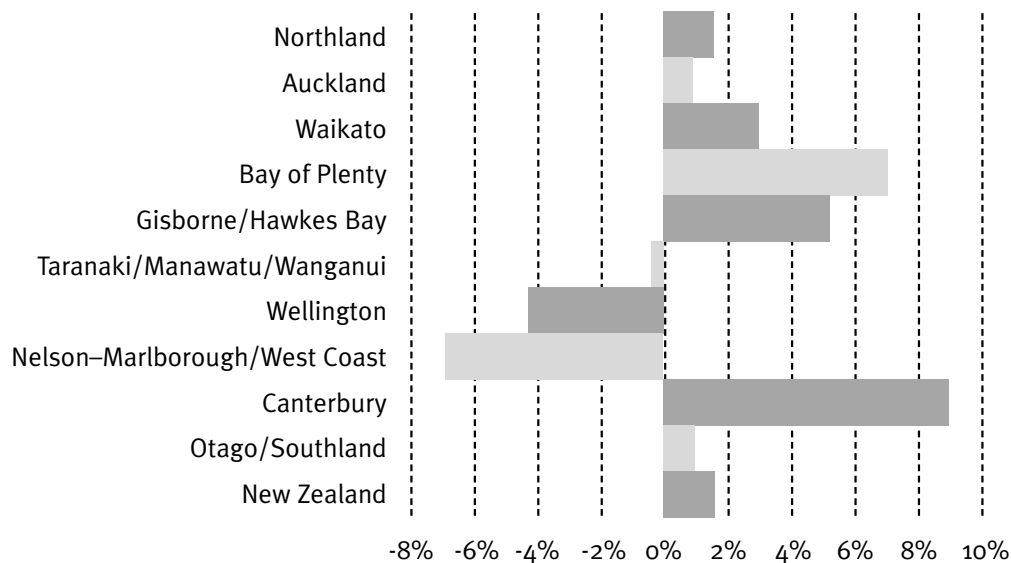
Factors such as these have resulted in Canterbury experiencing a net job gain of 36,000 between March 1991 and March 1999 taking the annual average growth rate to 2.3% for this period.

Of special interest is the increase in exports. In the year ended March 1999, around \$3.3 billion exports passed through Lyttelton Port and Christchurch International Airport, an increase of \$210 million

from the previous 12-month period. While this means that regional annual average growth slowed from around 9.4% in the mid 1990s to 6.9% for the latest year, this is still significantly higher than the national export growth rate of 3.6% for the same period.

Comparison with New Zealand trends reveals Canterbury region experienced the highest percentage employment growth of all the Department's regions in 1999. Employment grew by 9% compared to the New Zealand average of 1.5% in the 1999 calendar year. This in part reflected the improving rural economy and growth in higher-skilled manufacturing industries and the growth in tourist numbers. A cautionary note for this is that the figures for the March and June 2000 quarters suggest that employment growth may have peaked. The year ended 30 March 2000 shows a net decrease of -0.6% compared to the New Zealand average of +1.4%.

E M P L O Y M E N T G R O W T H B Y R E G I O N
Y E A R E N D E D D E C 1 9 9 9





OUR REGION (cont)

Some industries have experienced declines over the last few years in Canterbury. For example, agriculture is still important but horticulture and agriculture have diversified and moved away from traditional lines. Major removal of pipfruit trees (Applefields) has occurred. A carton of Braeburn apples fetches \$8 on the market in 2000 while the same carton fetched \$15 in 1995. The land is currently being subdivided for housing and there is planning of new crops including olives and truffles.

Forestry has had fluctuations. There is a shortage of skilled workers in this area and local contractors are now having to train on-site. The clothing industry has declined due to cheap overseas production costs. The closure of Wigram RNZAF Training Base in south-west Christchurch has occurred. The land has been subdivided and opened for residential subdivision. The commercial construction industry is currently in a major slump. With the downsizing of banks and large financial institutions bank teller jobs have declined. Alliance Group's decision to cut jobs of up to 200 meat workers at its Sockburn works is a long-expected announcement. Sheep numbers in recent decades have dropped from 70 million to 45 million, and in North Canterbury former sheep and cropping land is being converted to million-dollar dairying ventures.



OUR REGION (cont)

Industries and growth sectors

Growth is expected in the following areas.

- Hospitality due to continued inflows of tourists. The sectors likely to grow are hotels, backpackers, motels, restaurant and cafés.
- Retail activity from tourism growth and reasonably high consumer confidence. This will include the rise in sale of goods in electronic hardware and software.
- Business and financial services as a result of improving economic growth. There has been demonstrated growth in the software and electronic engineering fields. The Canterbury electronic equipment sector currently has a 29% share in the national employment in this sector and a 20% growth rate. The software sector has a 10% share in the national employment with a 17% growth rate. The combinations of growth in these areas will mean that call centres, software-engineering positions and the flow-on effect of ancillary jobs (for example, technicians, assembly workers, cleaning staff) will grow.
- Service industries of tourism, education and research, and assistance to the aging population. The low exchange rate of the NZ dollar makes New Zealand attractive for services such as education for overseas students.
- IT development (for example, Motorola software development centre) and call centres due to our cheaper cost structure, particularly for Australian and American companies. Canterbury has a telecommunication structure, lower real estate prices and lower labour costs.
- Home support services to encourage aging persons to remain independent in their own homes rather than residential care. This is providing increasing part-time modestly-paid positions.
- Manufacturing (excluding primary processing) continues to play a large part in our economy and particularly export growth. However, there will increasingly be smart manufacturing organisations relying on high technology systems, which process and distribute commodities faster and smarter.
- North Canterbury's new township between Waikuku and Woodend beaches is expected to provide 1,500 new homes. The new employment park (\$50 million) facing the Northern Motorway near Kaiapoi is under development. The local irrigation scheme opened in 1999 will provide confidence for further horticulture and agriculture development. A similar housing development is well underway in the Rolleston township to the south of Christchurch City.

Job market in the next five years – sectors of growth and decline

Canterbury will expect continuing growth in the service sectors especially around internet and distribution centres, education for overseas fee-paying students and in the knowledge-based technology.

The growth rate in the Waimakariri (North Canterbury) area is expected to be three times more than the average growth rate in the South Island overall.

Part-time and seasonal positions to fulfil staffing needs for tourism and hospitality will grow.



OUR REGION (cont)

General overview of local community

Approximately 470,000 people live in Canterbury giving the region 13% of the country's population. The Christchurch urban area has over 70% of the region's population.

Labour force participation rates are typically lower than the national average due to the high number of tertiary students in the area. However, it had increased steadily through the 1990s until March 1998 when it reached 66.1% in Canterbury (this exceeded the national average of 65.6%). The rate has dipped lately to be at 65.2% compared with the national level of 65.5% as at March 2000.

More than 65% of Canterbury's residents live in Christchurch.

Similar to the national trend, the total percentage of youths in Christchurch has been declining over the last decade. This decline is one indication that the population is aging and will continue to shift towards an aging population in the next two decades. The growth of resident population particularly among the NZ Pakeha population has been negligible or negative.

Ethnicity and age

The region comprises 90% NZ Pakeha, 5% Maori and the remaining 5% a mix of Pacific Peoples, Asian and other ethnic groups. There is a high growth rate in Asian migrants of 55.4% (Innovation Canterbury promotion booklet).

The Asian population in Christchurch has increased from 3,816 (1.5%) in 1986 to 10,122 (4.1%) in 1996. As a result, the Asian youth population in Christchurch aged between 10 and 19 years witnessed a stronger growth from 1.5% in 1986 to 8% in 1996 as compared to the national average of 6.3% in 1996. Of the 42,849 Christchurch youth population, 3,393 are Asian. Almost 75% of Asians live in the north-west area – Shirley/Papanui (13%), Fendalton/Waimairi (30%), and Riccarton/Wigram (30%).

The four largest groups (1996 census) were Koreans, Malaysians, Mainland Chinese and Taiwanese (Republic of China). The Korean population, in particular, has grown significantly over the last decade from 12 people in 1986 to 1,800 people in 1996.



OUR REGION (cont)

General overview of the workforce

Workforce participation

The region's employment and participation rates both rose to September 1999. Canterbury's unemployment rate was lower than the national average through the early 1990s until 1996 when it stabilised at the national level. By the end of June 2000, 6.1% of Canterbury's labour force was unemployed, still the same as the national average. Although following the national trend, unemployment in Canterbury is more responsive to seasonal and economic impacts.

As at June 2000, the number of unemployed had stabilised at around 231,135 nationally.

Qualifications

Of the total population in Canterbury (407,046), those of working age 15 to 65 years total 271,617, or 66.7%.

Of the total population, 86,457 people (21.2%) have anything from a basic vocational qualification to a higher degree (census 1996).

General overview of our clients

In Canterbury, the number of people receiving assistance is 103,626 in total. Of these, 59,359 receive some form of NZ Superannuation, Veterans Pension or Transitional Retirement Benefit. This represents 57.28% who are in the non-working population – leaving 44,267 (42.72%) who are of working age. Of this amount, 4,182 people receive supplementary income from the Department (for example Accommodation Supplement), and 273 people receive an Orphans or Unsupported Childs Benefit.

Benefit group	Number
Community Wage (Job Seeker)	15,159
Community Wage (Sickness)	4,573
Community Wage (Training)	450
Domestic Purposes Benefit	10,212
Emergency Benefit	569
Invalids Benefit	7,435
Job Search Allowance/Independent Youth Benefit	499
NZ Superannuation/Veterans Pension/ Transitional Retirement Benefit	59,359
Non-benefit supplementary assistance	4,182
Orphans/Unsupported Childs Benefits	273
Widows Benefit	915
TOTAL	103,626



OUR REGION (cont)

Unemployment

The regional registered unemployed as at 30 June 2000 for the Canterbury region was 21,677.

Of these, 35.8% have been registered job seekers for less than six months.

- 22.6% six months to under one year.
- 21.5% one year and under two years.
- 16.3% two years and under four years.
- 3.8% over four years.

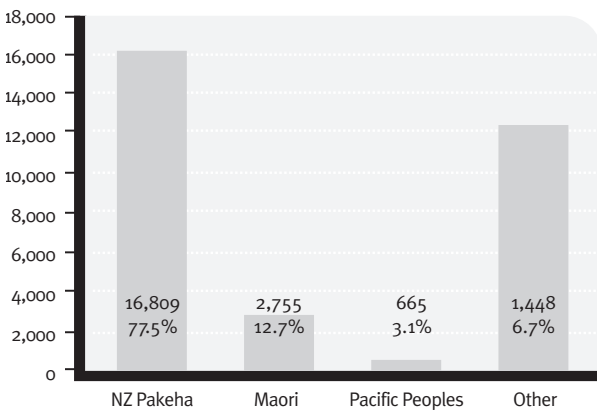
Youth under 25 years represent 30% of the Canterbury job seeker register.

Ethnicity

The registered unemployed are comprised of the following ethnic groups.

- 77.5% NZ Pakeha.
- 12.7% Maori.
- 3.1% Pacific Peoples.
- 6.7% represent other ethnicities.

ETHNICITY OF REGISTERED JOB SEEKERS IN CANTERBURY – JUNE 2000



Developing the labour market – perspectives of key stakeholders

General skills and training needed by job applicants

Many employers are reporting difficulty in hiring people with basic educational competencies. The predictable employment growth is likely to exacerbate skill shortages. The electronics industry is continuing to grow so fast that obtaining trained staff is one of its biggest problems. More workers require knowledge and information to do their jobs. There is an increased importance for a well-educated and trained workforce. Critical factors include closing gaps in training, education and job-readiness.

An example of where training could respond to a skills gap in Canterbury is in respect of cooks or chefs, where there is a major shortage at peak times of the year.

“Lifelong learning and skill enhancement will become essential as jobs and skills change rapidly. Building and maintaining an individual’s capabilities will become a core role for Case Managers and Work Brokers.” (Quote from Canterbury Development Corporation.)

Closer partnerships with business, education, local Government and community need to be developed to enable future case management to be of added value. One idea is to develop the creative sector of the knowledge economy, to foster skills in the arts, as London and Dublin successes have shown. Yet we must not lose sight of the fact that many placements are continuing to be made into unskilled jobs.



OUR REGION (cont)

Skills and training

- Interview and communication skills required.
- Motivation and work ethic (attending on time, daily, doing a good day's work).
- Personal presentation upgrade.
- Self-esteem claiming/reclaiming after period of unemployment.
- Literacy and numeracy.
- Job search skills.
- New technology and communication systems for job applications such as emailing, PC and internet skills.

Skills and qualifications sought by employers

- Basic drivers licence.
- Forklift licence.
- Heavy traffic licence.
- Dangerous goods/hazardous goods certificates.
- Keyboard and PC skills.
- Kiwi Host hospitality certificate.
- Chef polytechnic qualifications or experienced cooking.
- Trades-related especially carpentry.
- Skilled labour especially woodwork/cabinet making/joinery.
- New technology.
- Engineering.
- Sewing machinists (experienced).
- Carers/home support workers to attend to aging population.

Skills and training the Department needs to offer clients

- Assessment of work barriers (for example, learning difficulties/mental health/intellectual/history of difficulty in accessing employment/courses/physical issues).
- Resume/profile preparation and production for job-ready people.
- A brokerage service for training at all levels – for example, TOPS courses from Skill New Zealand, contracted training, tertiary study, career advice and career guidance.
- Job search skills.
- Self-help resource areas in sites.
- Brief hard-copy displays of current jobs for the non-computer literate.
- Job interview training.
- Job interview personal preparation.
- Some responses to survey identified community work and work experience as very useful for a foot-in-the-door approach.
- Responses also said Job Plus and other wage subsidies were positively seen as helpful.
- Packages that prepare job seekers for changing trends and developments in the employment market.



OUR REGIONAL STRATEGIES

Key priorities for the 2000/2001 fiscal year

- Closing the social and employment gaps for Maori and Pacific Peoples.
- Improved business relations through an enhanced employment focus.
- General trend toward a greater number of business, community and other agency partnerships.

The following strategic outcomes and objectives focus on the specific details intended to address the key priorities for the Canterbury region.



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.

- 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 including community seminars and meetings.
- 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 are assessed and low-income earners receive their full entitlements.
- Use post-placement support information packs (in-work support pilot).
- Ensure reviews of decisions which are benefit related are dealt with in an appropriate and timely manner.
- Develop an entitlement checklist for all Case Managers to assist them in ensuring correct entitlement is received by clients.
- Provide specialised assistance for NZ Superannuitants, Invalids Benefit and childcare clients, and other clients with special needs.

Maintain at least 80% level of client satisfaction.

- Develop a marketing strategy to raise awareness with employers of assistance available.
- Ensure clients are seen within 48 hours of requesting an appointment, or sooner if necessary.

- Ensure service centres provide a welcoming environment.

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

- Maintain staff levels through timely recruitment processes that recruit the 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.
- Communicate feedback from community groups on our working relationships to all staff to enable them to provide a more appropriate holistic service.
- Develop a staff training programme that ensures the development of the competency of all staff to deliver a full range of services and products.
- Review the client planning process to better deliver a full range of services with a focus on employment outcomes.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

More accurately identify client needs to access appropriate referrals to a wide range of opportunities, agencies and services.

- Establish a regional employment management position to link national, regional and site employment strategies and develop a specific employment plan around employers and labour market activity.
- Develop and deliver seminars for targeted clients on job-ready skills training.
- Support all clients during and after course completion to achieve 30% moving into further training and/or paid employment.
- Increase stable employment outcomes for Maori and Pacific Peoples.
- Regularly monitor and evaluate all training purchased to ensure it meets the needs of our clients.
- Ensure participants receive a follow-up interview with a Case Manager on completion of training.
- Purchase programmes specifically for priority groups – Maori, Pacific Peoples, people with disabilities, youth, migrants.
- Develop best practice guidelines for frontline staff to ensure we maximise opportunities

received by matching directly to client needs.

- Implement training and education packages for staff on Maori and Pacific Peoples cultural awareness, and disability awareness.
- Expand industry-specific work-based skill development training.

Prioritise partnerships with communities that maintain strong cultural identity in the services provided.

- Support the capacity of agencies and services to strengthen client linkages.
- Work in partnership with agencies and community to provide seamless services and identify life work skills for Maori, Pacific Peoples and those with disabilities.
- Ensure all staff attend a Treaty of Waitangi hui.
- Develop in partnership with key agencies workshops that will identify life/work skills of Pacific Peoples.
- Identify key staff to participate in external expos and community meetings to encourage open and ongoing communication.
- Prioritise and develop relationships with employers, key agencies and communities to enhance and secure opportunities for targeted job seekers.
- Work in partnership with Skill New Zealand and other training providers to ensure training provided meets the client needs, especially for Maori.



OBJECTIVES AND KEY TASKS (cont)

Recognise and value client-determined pathways.

- Collect information on the labour market to analyse and determine local and national trends. Use this to set direction.
- Respond to the changing needs of the labour market by purchasing training programmes which meet the identified labour market and client requirements.
- Ensure clients' needs are assessed to enable self-determining pathways to occur.
- Introduce developmental seminars for those registered as seeking work to develop a better understanding of needs to further advance them towards their goal of employment.
- Develop and contract sector-specific training that is targeted at potential job growth areas.

STRATEGIC OUTCOME 3

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

Build staff capacity and capability in Maori activities.

- Identify key Maori representatives from the community and meet with them to discuss this objective in the context of the Department's strategic objective.
- Establish and define the role of this group and expected milestone achievements for the next 12 months.
- Recognise and cherish by involvement and empowerment the unique contribution the Department's Maori staff can make, and develop key messages and communication forums to tap into this opportunity.

Build management understanding and commitment.

- Continue internal management education and understanding.
- Establish network hui with community leaders to build relationships.
- Review performance agreement to ensure adequate accountability and alignment.
- Establish community-based whanau worker positions to work with Service Centre Managers and Maori clients to assist in building client preparation for employment.

Increase the number of partnership activities with Maori.

- Second three staff into iwi and other communities as a means of cross-development.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 4

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

Increase the Department's involvement with Pacific communities and other Government departments and agencies to develop and support new local initiatives.

- Work closely with the Ministry of Pacific Island Affairs to facilitate new initiatives.
- Form effective alliances with key agencies and community representing Pacific Peoples.
- Arrange for Pacific Peoples staff to organise and deliver a community expo (fono) on all products, services and entitlements.
- Ensure Pacific Peoples staff are given developmental training opportunities which would enable them to work with individual clients and Pacific Peoples community groups/agencies.
- Recognise and cherish by involvement and empowerment the unique contribution the Department's Pacific Peoples staff can make, and develop key messages and communication forums to tap into this opportunity.
- Establish a network co-ordinator role to liaise with community, agencies and clients to better organise employment and interventions.

Strive to be recognised by the community as a valued organisation that contributes to society and the communities in which we work.

- Identify and document the extent to which the Department contributes to community organisations by measuring and monitoring the number of participation opportunities received and filled.
- Work more closely and formally with other agencies to develop strategies to enhance service delivery services in Canterbury.
- Meet formally with community groups to talk and receive feedback, and work on strategies.
- Provide services in the community in way of 'outreach' and community-based service for all clients and NZ Superannuitants.
- Secure feedback from key groups such as advocacy and community and make a commitment to address any service delivery issues.



A C H I E V I N G O U R K E Y T A S K S

Challenges for the Canterbury region include

- improving services to meet the specific income and employment needs of the individual
- improving employment outcomes
- delivering services that are responsive to local needs
- developing partnerships with communities that maximise the collaboration/co-ordination between the Department, other agencies and local community groups to achieve greater employment outcomes.

An overriding determinant of success will be the Department's contribution to closing the social and economic gaps for Maori and Pacific Peoples.

The Government's employment strategy views employment within a broader context requiring stronger cross-sectoral linkages to education, economic development and other sectors.

A strategic response to these new challenges also requires appropriate regional capability in terms of the Department's Canterbury structure and resource alignment to support increased local flexibility, focus and decision-making.

Maori

This year will see a continuation of our staff and management educational development to enhance our focus on the challenges presented to the Department to improve social and employment outcomes for Maori. Particular initiatives currently underway that link with the Department's strategic outcome of self-determining solutions include

- enhancing our iwi partnership with the extension of community-based whanau workers – to work more closely with Maori clients
- participation of Maori community leaders in the governing of things we do
- Maori, working closely with Maori-based training providers, to assist in building provider capability
- ongoing evaluation of ideas and proposals that support self-determining solutions for Maori
- improving employment outcomes.

Pacific Peoples

Priorities in this area have been driven by recent community meetings (recent Pacific Waves Conference) and strong staff consultation. This year the priority to help improve social and employment outcomes for Pacific Peoples includes development of new industry-specific pre-employment training modules.



ACHIEVING OUR KEY TASKS (c o n t)

Improve business relationships

Recent research shows relatively poor perceptions and a low level of knowledge of the Department's employment services. Particular priorities for the management and Work Broker teams this year will be to improve our labour market positioning, extend business partnerships and generally improve operational performance.

The priorities will strive to

- take the hassle out of recruiting
- communicate more effectively the services the Department has to offer
- partner and innovate the Department's services to better meet the needs of employers.

Partnerships

Partnerships provide the opportunity to achieve improved levels of productivity and performance beyond what the Department could achieve on its own. The Department's partnership priority strongly links to the Government's goal of greater collaboration and cross-sectoral approaches.

Some of the main partnerships currently active or planned include

- Canterbury Development Corporation – Actionworks joint case management and employment services for youth
- Work Peninsula Community Trust working with Banks Peninsula people
- Canterbury Chamber of commerce, mayor's taskforce for jobs plus various other business and community groups developing a regional economic and employment trust

- Strengthening Families co-ordination support via a contribution to participation and joint Government agency funding for a Strengthening Families co-ordinator
- Methodist Mission capacity-building.

In addition to regional or operational partnerships detailed, there is a group of contracted service providers of around 20 organisations that currently work with the Department to provide contracted interventions for clients referred by Case Managers.



OUR COMMUNITY COMMITMENT

Client development	Budget forecast
Skills training	\$589,045
Work confidence	\$900,000
Work experience	\$659,796
Work transition grants	\$286,516
Information services	\$100,000
TOTAL	\$2,535,357

Client assistance into work	Budget forecast
Wage subsidies	
Taskforce Green	\$3,917,947
Job Plus	\$4,405,632
Job Plus Maori	\$111,580
Job Connection	\$278,757
Sub-total	\$8,713,916
In-work training	
Job Plus Training	\$266,091
Self-employment	
Business Training and Advice Grant	\$136,220
Enterprise Allowance	\$1,166,807
Sub-total	\$1,303,027
TOTAL	\$10,283,034



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

Methodist Mission, Christchurch
Canterbury Small Business Enterprise Centre
Canterbury Development Corporation
Council of Social Services
Ngai Tahu Development Corporation
Ministry of Pacific Island Affairs
Te Roopa Ara Hau
Special Education Services
North Beach Community Child Care Centre
Burwood Hospital Social Workers Division
Nui Mahi Trust
Salvation Army – Family Services
Budget Advisory Service
Kingdom Resources Trust
Taua Mahi Trust
Christchurch Women’s Refuge
Akaroa Community Centre
Canterbury Age Concern
Lincoln Community
Rowley Ave Community
RSA
Disability Information Services
Anglican Social Services
Youth Boardroom Trust
David Turner, Ashburton
Linwood Library
Linwood Service Centre – CCC
Nga Hui E Wha Marae
Price Cutter
Statistics NZ
Progressive Enterprises
Edge Auto Bodies
Horizon Furniture
Trade Staff
Carter Holt Harvey
Waltham Community House
Green Effect Trust

Glen Alby Farm
Canterbury Fish Processors
Maori Women’s Welfare League
Poutama
Shirley Community Group
Canterbury Public Health
PEETO
Ashburton District Council
Ashburton Safer Community Council
Ashburton Enterprise Agency
Allenton School
Hotel Ashburton
Owens Burnett Transport
Netherby School
Ashburton Intermediate School
Tinwald School
Shell Ashburton
Hanhams Concrete
Big Red Café
Bruce McPhail
Capmans Garage
Canterbury Quality Foods
Country Kitchens
Home Care 2000
Grant Irvine
Methven Information Centre
New World, Ashburton
Profarm Supplies
Rob Ballentyne
Sam Yateman
Vee Tees Restaurant and Bar
Volunteer Centre
Workbridge
Mayor’s taskforce for jobs
Regency Wools NZ Ltd
Kolorful Canvas Ko Ltd
Te Waipounamu Wharekauri Trust



Work and Income NZ
Te Hiranga Tangata