



Work and Income NZ
Te Hiranga Tangata

... Regional Plan for

Central

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



Work and Income NZ
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REGIONAL COMMISSIONER'S REPORT

E ngā mana
E ngā reo
E ngā kārangaranga maha
Tēnā koutou, tēnā ko utou, tēnā koutou katoa
Ki a koutou ngā tētēkura kua wheturangitia
haere, haere, haere, oti atu rā
Haere ki tua o te ārai, haere, haere, moe mai rā
Huri noa ki a tātou te hunga ora, me kī,
ngā kanohi kitea,
Tēnā koutou, tēnā koutou, tēnā tātou katoa
Ka nui aku mihi ki a koutou katoa, e hāpai
nei, e tautoko nei, e kawē nei i ngā
kaupapa whakahirahira o Te Hiranga Tangata
Nō reira, e kī ana, “Mā pango, mā whero,
Ka oti ai te mahi”,

Pai Mārire

These past 12 months have been a truly exciting time. This has been our first full year operating as an integrated work and income service.

When I look back over the last 12 months and reflect on the targets we set for the Department of Work and Income, I remember how ambitious I thought those targets were. We had planned for 3,800 job seekers to be placed into work with a further 3,500 job seekers placed into training and development.

It is pleasing to report that we have exceeded those targets. In the past 12 months we have placed 5,000 job seekers into work, 32% more than we had planned for. Similarly we have exceeded our target for placing job seekers into training by 10% with 3,850 job seekers undergoing training and development.

Having exceeded our targets this year, we may make our next 12 months' targets more difficult to achieve. Nonetheless, we plan to place more job seekers into work over the next year than we did in the previous. This will be a challenge for us, but it is a challenge that we will face with confidence.

A feature of our approach for the coming year will be the emphasis on specialised case management. We will focus on three areas – youth, Maori and work-tested clients.

Specialist Case Managers will be at specific sites dealing with young people. They will also be working with community youth services and other agencies. This will ensure that all work-tested clients under 19 will be in work, training or education. Specialist Case Managers will be available to work with Maori. Maori clients will be dealt with by staff who are knowledgeable in the resources available for this client group and who have strong links with the community and employers. Work-tested clients will also be intensively case managed. Specialist Case Managers with responsibility for work-tested clients will focus on work first. This includes working closely with Work Brokers, various community agencies and other labour market contacts and profiling these clients into long-term paid employment.



REGIONAL COMMISSIONER'S REPORT (cont)

It has been particularly pleasing to work directly with employers and training providers to meet the needs of job seekers. We have used Job Plus Training to put job seekers into jobs. We arranged with training providers and employers for groups of job seekers to undergo training at the employer's place of business. This has worked tremendously well. Job seekers were trained not only to national unit standards, but also to the specific needs of the employer, or industry. The employer was able to view first-hand the work habits and practices of the job seekers over a number of weeks, and the job seeker was able to gain a close, practical understanding of the operations of the employer.

At the end of the training we had job seekers who knew about their new employer, who had the skills the employer wanted, and had also gained relevant unit standards towards national qualifications. With Job Plus Training we do not train job seekers for training's sake. We train job seekers for jobs. Most of our Job Plus Training has resulted in employment outcomes in excess of 80%, which is particularly satisfying.

The Department of Work and Income is an integral part of the communities we serve. We have worked hard to ensure that our services are available in all local government authority areas. Along with this I intend to continue to meet with mayors representing communities that we serve, and to continue to work locally to address local employment needs. We are committed to serving the communities where we work.

We have received a great deal of feedback over the last 12 months and we have found this to be very useful. We look forward to working more closely with the voluntary sector to improve our service to beneficiaries and job seekers. It is my belief that we must continue to work together to improve the social well-being of the communities we work with.

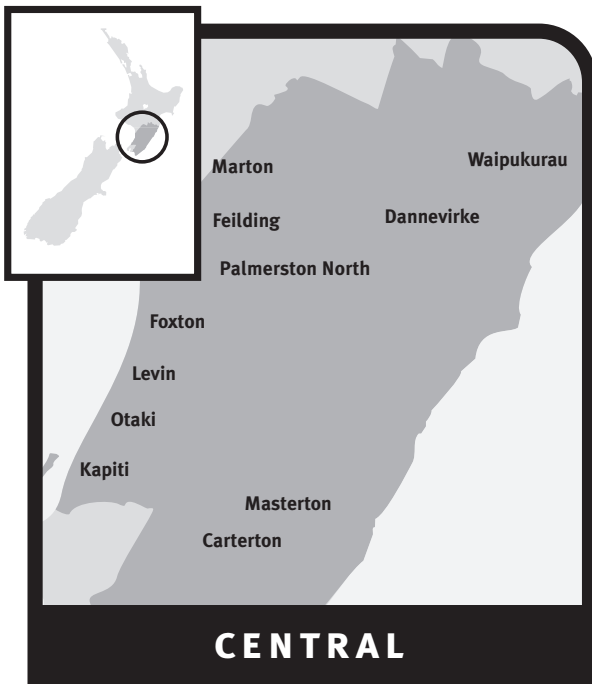
It remains of deep concern that certain people in our society are grossly over-represented, not only in benefit statistics, but against all socio-economic indicators. In the Central region, I mainly refer to Maori. The disparities between Maori and non-Maori and the increasing gap must be addressed. We will work on strategies with other Government departments to address the disparities. We will also develop more prominent relationships with Maori throughout the region. While the Pacific Peoples population is not as high in the Central region as it is in other regions, we must be aware that Pacific Peoples are over-represented as registered job seekers.

Our first year of operations has been successful. More people are employed and more people are in training than we thought possible. But that was only a first step. Our next 12 months will provide us with greater challenges – challenges that my staff and my region will overcome.

TE REHIA KOMENE
Regional Commissioner
 Central



OUR REGION



Introduction

The Central region is one of 13 Department of Work and Income regions and is located in the lower central North Island. It covers the area from Kapiti and the Horowhenua in the west, to Carterton in the east, north up through the Central Hawkes Bay to Waipukurau, and back through to Dannevirke and the Manawatu.

The major urban area in our region is Palmerston North, which has a population of around 73,000 people. It has a workforce of between 13,000 and 14,500 people. It is well known for its world-class educational and research industries. The city accommodates the main campuses of Massey University, the recently completed University College of Education, the International Pacific College and a number of internationally recognised Crown research institutes.

On the outskirts of Palmerston North are two significant military installations. The first is Linton Army Military Base and the other is the Ohakea Airforce Base. A defence industry cluster group has been set up by local businesses to meet the growing needs of the defence forces. The two secondary population centres are based in the Wairarapa around Masterton and on the Kapiti Coast. The total population of the Wairarapa is 46,500 with approximately two-thirds living in urban areas. There has been a steady growth in population due to high migration, in particular people shifting into the area from Wellington.

The Wairarapa region has earned more income per capita from export meat and wool than any other New Zealand region. The Wairarapa's production of connoisseur goods and services is also increasing. There is a large rural community of approximately 13,000 people spanning a wide geographical area, but there are limited opportunities for permanent work. However, large numbers of people are employed in seasonal industries in the area and have multiple employers as they move from one seasonal opportunity to another during the year. The main emphasis of the labour market is on horticulture and agriculture, with the possibility of a strong future in viticulture.

The Kapiti Coast is characterised by a large, relatively wealthy retired population and a low income agriculturally based rural population. Kapiti currently boasts the greatest population growth in New Zealand. Many people who live in Kapiti commute to Wellington each day for work, but effort is now being placed on developing job opportunities in the district. Tourism is seen as one of the potential growth industries. Paekakariki, Paraparaumu and Waikanae are popular holiday areas with tourist attractions such as the Southward Car Museum, the Tramway Museum, Nga Manu Bird Sanctuary and a number of smaller tourist operations including Kapiti Cheeses.



OUR REGION (cont)

North of Kapiti is the Horowhenua, which has a diverse industry base. The textile industry is significant and ranks second in size after Auckland. Levin has good retail, commercial and business infrastructure to support the local industry and residents' needs. This area is also favoured for retirement and has a growing industry in residential care and retirement facilities.

Dannevirke/Tararua encompasses a large geographical area from Norsewood in the north to Woodville in the south. The major employers are in meat processing and rural farming. It is also strong in dairy farming, wool products and timber/forestry. However, previous drought conditions have had a major impact on activity in the area.

The Manawatu, with Feilding as its rural service centre, is known for its rural productivity and stockbreeding. This rural base supports a number of secondary industries.

As a central region in the North Island we have extensive transport industries, with the main trunk line passing through. Palmerston North has become a major hub for road and rail distribution.

Our region is not only known for its boutique wines and cheeses, pua and crayfish, but also its brewery, horticulture and primary industry staples, which are of export quality. The region also has a reputation as an adventure playground with easy access to numerous mountain ranges for tramping, hiking and other outdoor pursuits.

According to the 1996 census, the proportions of people employed in the following industries in the Central region were higher than the national average – agriculture, forestry and fisheries, retail, education, health, community services, personal and other services. High proportions of people in the region were also employed in the manufacturing industry. These proportions indicate that the Department of Work and Income's efforts should be targeted to these industries for our clients.

The Central region's employment levels are below national levels in wholesale trade, and property and business services.

The top three occupations in the Central region are agriculture and fisheries workers, service and sales workers, and clerical. Professional occupations tend to be slightly under-represented while other occupations such as farm workers and plant and machinery operators have a slightly higher representation. This reflects the importance of the primary sector in this region.

The outlook for the primary production (farming) sector is starting to improve after two years of sustained drought. Generally farm returns are increasing and much deferred maintenance is being carried out.

The education, research and knowledge sector is a key strategic industry base for the region, primarily focused around Palmerston North. However, a recent decline in enrolments at Massey University's Turitea Campus may result in job losses both at Massey University and in those industries that service Massey University and its student population.



OUR REGION (cont)

The defence sector, with Linton Army Camp and Ohakea Airforce Base, has become an increasingly important part of the local industry infrastructure. Both bases are being considered for expansion because of moves to centralise national defence operations. This sector has the potential to provide significant additional employment and economic opportunities for the region.

Palmerston North has experienced increased demand for childcare services, due to the needs of working and studying parents. This is also true of the Horowhenua where the lack of childcare facilities and OSCAR (Out of School Care and Recreation) programmes has generally been highlighted throughout the region as posing barriers to people re-entering the workforce.

The higher percentage of people employed in the retail and manufacturing industries of the region is boosted by a significant retail trade in Palmerston North, which also services the outlying rural areas. However, this continues to be influenced by local and national economies, and although new businesses start up, others cannot sustain themselves.

Opportunities also exist with the neighbouring Wellington region, which boasts growth in the information technology field, call centre industry and Government and corporate sectors.

These opportunities primarily exist for clients considering commuting from Kapiti, Otaki, Levin and Masterton. Many of our clients who are highly educated, particularly in the Palmerston North and Levin areas, may be encouraged to move to find appropriate employment for their skills in the Wellington labour market.

The job market in the next 12 months

Tourism and hospitality

A survey of employers throughout the region indicates that tourism and hospitality are likely to be the major growth areas in the Central region over the next 12 months. Concomitant with the growth in tourism and hospitality is an expected growth in cafes and restaurants. The areas that are most likely to benefit from this growth are the Kapiti Coast, South Wairarapa particularly around the Martinborough area, and also Palmerston North/Manawatu with increased inbound international visitors arriving through an increasing number of international flights into Palmerston North.

While growth in the tourism industry is expected, this is mainly through the operations of sole traders and smaller businesses. Destination Manawatu is implementing a long-term strategy aimed at the tourist market. The Department of Work and Income will need to follow developments in this area, and be prepared to put additional resources into the development of job seekers to meet the needs of the tourism industry.

The continued development and growth of Palmerston North airport as an international inbound destination offers an ideal opportunity for the area to develop a regional tourist and conference industry. There are a number of sole operators/small businesses that are currently catering to the inbound tourist market, but are not yet at a size to develop their businesses further. Continued growth in tourist numbers is likely to see an increased need for hospitality staff.



OUR REGION (cont)

Construction

The recent sale of the Civic administration building in Palmerston North for conversion to a hotel will result in an increase in the need for builders and building-related trades. Whether this activity will result in any extra jobs is unclear at this stage because the major building work at the MidCentral Health campus is nearing completion. The completion of the new hotel, however, will create approximately 250 part-time jobs, although these jobs may not be available until 2001/2002.

It is expected that in the short term there is likely to be growth in the construction industry throughout the region. This is particularly the case on the Kapiti Coast with increases in residential dwellings, and in the South Wairarapa with an increasing number of lifestyle blocks being developed and renovations of some of the older dwellings in Featherston, Carterton and Martinborough. In Masterton a building boom is currently underway with residential building permits doubling in the last 12 months. This has led to greater demand for builders and related tradespeople, along with a greater need for general labourers.

The South Wairarapa population is starting to grow again after a number of years of decline. The growth is coming with migration from the Hutt/Wellington area, with people commuting to work. With this increased inward migration has been an increase in building and renovation activity. Indications are that this will continue.

Primary sector

Of particular note is the likely increase in the horticulture, viticulture and forestry sectors. A number of new vineyards are being planted and will need vineyard workers. Vineyard plantings are expected to double over the next two years, with a movement from boutique wineries to larger-scale production. Currently growers are having difficulty finding skilled seasonal workers. In Central Hawkes Bay, there is also a shortage of skilled seasonal workers for fruit picking. Despite the decimation of this year's fruit crop from hail damage, the outlook for the next season remains positive.

A feasibility study is currently being undertaken in the greater Wairarapa area with a view to setting up an irrigation scheme to open up previously under-utilised land. The irrigation scheme is likely to be three to four years from completion, but if it proceeds, it is likely to significantly increase employment opportunities in the horticulture, agriculture and viticulture industries.

Forestry continues to be an area of growth, particularly in the Wairarapa and Central Hawkes Bay, and to a lesser extent Tararua. Growth continues in forestry and forestry processing industries. The major forestry processing plant in the Wairarapa is moving to seven-day, 24-hour processing which will create approximately 100 extra jobs.



OUR REGION (cont)

Call centres

There is a move in three areas of the Central region to promote the growth of call centres. This is in Palmerston North, the Kapiti Coast, and Masterton. The Masterton District Council is actively trying to attract call centres to Masterton and is working with the Wairarapa Community Polytechnic to develop a tailored call centre training programme and a call centre laboratory. Call centre operators continue to be in demand in Palmerston North, and to a lesser extent the Horowhenua and Kapiti, and that level of demand is expected to remain fairly constant. Indications are that larger call centres will begin recruiting at particular times throughout the year (en masse).

Care for the elderly

As with previous years, there continues to be a need for more care for the elderly. This is particularly so in Kapiti, the Horowhenua, Masterton and Tararua. A number of large continuing care facilities are currently being built, with the proliferation of retirement villages.

In the Horowhenua there is a shortage of qualified caregivers for the elderly. People completing caregiving courses are able to move into a job almost straight away. It is expected that there will be 100 caregiving jobs created in the Horowhenua in the next 12 months. Similar numbers of caregivers will also be needed in Masterton with the opening of a 40-bed continuing care hospital and a 100-unit retirement village.

Textile and garment industry

The textile and garment industry is the largest industry in the Horowhenua, and continues to grow. This industry sector employs around 600 people and is the largest sector outside of Auckland. Employers are currently having difficulty finding enough skilled workers.

Retail

In Dannevirke, The Warehouse plans to open a store in early 2001, resulting in 70 jobs. The seven-day-a-week nature of The Warehouse may encourage other retail stores to extend their hours.

Sources - Staff focus groups, local authority leaders, Intranet



OUR REGION (cont)

Our clients

The total population of the Central region is 240,954. Of these, 152,091 (63%) are considered to be of working age (15-65 years). Of the total population, 34,500 (14.3%) are Maori, 3,834 (1.6%) Pacific Peoples and 5,694 (2.3%) Asian.

In the Central region, 66% of the population earns less than \$25,000 per annum, with 33% earning between \$5,001 and \$15,000 per annum.

In the Central region, 65,259 receive some form of income support payment. This represents 42.9% of people receiving an income in the Central region.

Of those people in employment, 61,505 are in full-time employment, representing 40.4% of the working age population, and 26,565 are in part-time employment (17.4%).

There are 21,300 (14%) people whose highest qualification is a School Certificate subject, with a further 64,974 (42.7%) with no formal qualifications.

The total number registered as unemployed was 14,520 as at 30 June 2000. Of those registered as unemployed 4,172 were Maori. This represents 28.7% of the total registered unemployed.

The national average for Maori registered as unemployed is 30.1%.

The Central region's duration profile of registered unemployed is very similar to the national profile. Over the past year it has experienced a decline in the 52 to 103 weeks duration band and the 208+ weeks duration band. The decline in the 52 to 103 weeks duration band reverses the increase from last year.

The Central region has a higher proportion of people aged 15 to 25 years than the national average, but relatively fewer 25 to 49 year olds.

In the region, 58.7% of those registered have been assessed as requiring some assistance to find employment. Identification of skills and developing an individual career plan are seen as particularly important for Maori and youth job seekers, along with a supportive and mentoring environment and culturally appropriate training. Enhancing communication skills is an integral part of developing the interview skills needed for promotion to employers. Career planning and job search skills are the key areas of development, however it is acknowledged that some job seekers may also need presentation and life skills as a basic requirement before they can commence meaningful job search activities, and present competitively in the labour market.

There are currently 65,259 people receiving income support in the Central region. The majority, 37,633 (58% compared with 54.3% nationally), are receiving NZ Superannuation. The next largest group of recipients is Community Wage (Job Seeker) (10,069). Sole parents and other Domestic Purposes Benefit clients make up 7,445. Those unable to work because of illness or disability account for 6,419.

Excluding NZ Superannuitants, there are 27,626 people receiving income support. Of these, 7,131 are Maori (25.8%). This compares with 28.3% nationally.



OUR REGION (cont)

Developing the labour market – perspectives of key stakeholders

Many unemployed people seeking to gain access to the labour market need help to do so. This is particularly so for long-term unemployed generally, but Maori, Pacific Peoples and youth, and those with low educational attainment and skills, have significant barriers to overcome to equally access the labour market in the Central region.

Employers in the Central region consider self-confidence, motivation and a positive attitude as more important than formal qualifications. However, the importance of training and education is recognised across all groups within the Central region.

The major areas of development for job seekers were consistently identified across all sectors of the community. These include attitude, motivation and confidence, career planning and guidance, together with job search skills and improved levels of literacy and numeracy (both for migrants and speakers of English). Opportunities to access work-based training or work experience in a real work environment were considered important, as was follow-up support to all training and development.

Attention is needed to ensure that young people develop the work ethic and skills which will enable them to enter the labour market, to stay in the market, and to prevent them becoming long-term unemployed.

Maori make up 28.7% of the register in the Central region. In addition to needs already identified, it is important to ensure that training and development also address the need to provide a learning environment which enables Maori to develop their identity within their own culture.

Implications of research findings

Research clearly identifies which groups the Department needs to target with closer attention. The first group identified as needing extra assistance to enter the labour market is Maori.

As mentioned earlier, Maori account for 28.7% of registered job seekers across the region, however this proportion is not spread uniformly. Areas such as Waipukurau, Dannevirke, Otaki and Levin have significantly higher proportions of Maori job seekers and are over-represented when compared with our region and New Zealand as a whole.

The region needs to target more resources to assist Maori. Last year we were able to increase the number of targeted training courses for Maori and we intend to continue this. Investigations will continue into further marae-based training programmes.

Literacy and numeracy continue to be needs widely identified throughout the region. The Department of Work and Income will continue to purchase targeted programmes for numeracy and literacy. Again, for Maori in particular, we will promote the use of marae as places of learning.

Targeted work-based training will continue to be integral to our efforts in placing people into work. There will be a number of industries where we will target work-based training. Caregiving for the elderly is identified as an industry where skilled staff are becoming increasingly difficult to attract. We will work with employers and training providers, particularly in the Horowhenua and Wairarapa, to develop work-based training opportunities. The Horowhenua also lends itself to work-based training in the apparel industry.



OUR REGION (cont)

Successes in work-based training in forestry will see us continuing to expand these programmes. The two areas in our region where we expect this training to occur is in the Wairarapa and Central Hawkes Bay.

While it is pleasing to note the drop in people registered for longer than 208 weeks, our region will continue to target this group of job seekers. The Department will also be attending to the needs of those registered between 104 weeks and 208 weeks, as this group of job seekers has remained static over the last 12 months. It is imperative that we target some of our resources to this group of job seekers to prevent them from remaining unemployed. The use of Job Action will be central to our strategy, as well as linking Job Action participants into further training at the completion of their course.

The proportion of registered job seekers aged between 15 and 25 years remains higher than the national average. Targeted early intervention programmes will need to be further developed. This will involve working more closely with schools, their guidance counsellors and school social workers, if available.

As with the general trend throughout the country, the population of the region is becoming older. It is important that this region recognises the value and skills that the older population has to contribute to our society. We will promote lifelong learning skills from our older people, and will seek to harness the skills of this population to assist our younger job seekers.

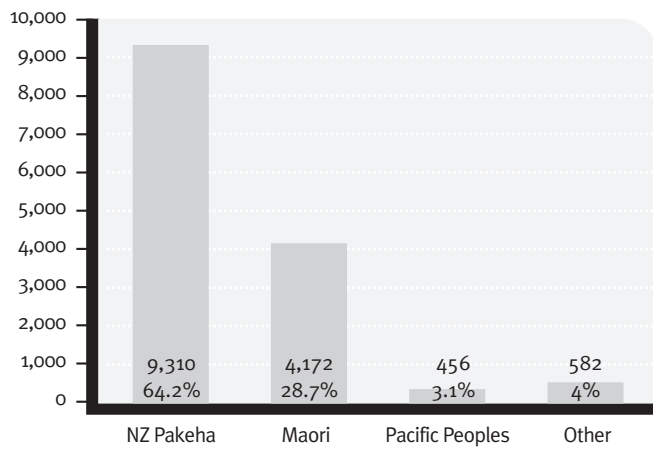
CLIENT STATISTICS

| Benefit type | Number of clients | % |
|--|-------------------|--------------|
| Community Wage (Job Seeker) | 9,724 | 15% |
| Community Wage (Sickness) | 2,018 | 3% |
| Community Wage (Training) | 345 | less than 1% |
| Domestic Purposes Benefit | 7,445 | 11% |
| Invalids Benefit | 4,401 | 7% |
| Independent Youth Benefit | 361 | less than 1% |
| Non-beneficiary supplementary assistance | 2,092 | 3% |
| NZ Superannuation/Veterans Pension/Transitional Retirement Benefit | 37,633 | 58% |
| Orphans Benefit/Unsupported Childs Benefit | 338 | less than 1% |
| Widows Benefit | 649 | 1% |
| Other | 253 | less than 1% |
| TOTAL | 65,259 | 100% |

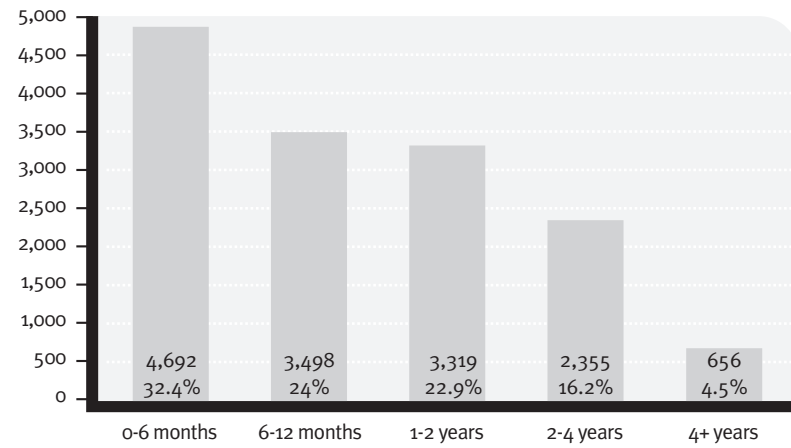


OUR REGION (cont)

ETHNICITY OF JOB SEEKERS IN CENTRAL REGION
- JUNE 2000



DURATION OF JOB SEEKERS IN CENTRAL REGION
- JUNE 2000





OUR REGIONAL STRATEGIES

Our key priority

In order to better meet the needs of our clients, we will be making a number of changes to the way that we operate in the Central region.

When the Department was first set up in 1998 it was necessary to establish a set of standard operating practices that would ensure a consistent level of service to clients across New Zealand. Two years on we have established that we can deliver quality service time and again. From this strong base, we will this year begin to introduce increased local responsiveness to addressing the needs of the people we work with.

One of the most noticeable changes will be the introduction of specialist Case Managers in many of our sites. Depending on the needs of the local client base each of the service centres will have Case Managers dedicated to working with specific client groups, for example youth, Maori, or people with health needs.

We believe that where possible, having Case Managers that specialise in working with specific client groups will greatly improve the outcomes for clients as case managers will be able to develop their skills and knowledge in one focused area.

We will be continuing to work with iwi, community organisations and other agencies to develop partnership and joint venture projects that will help to build capacity in the local communities and increase the opportunities available to job seekers in the 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.
- 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 entitlements.
- Ensure reviews of decisions which are benefit-related are dealt with in an appropriate and timely manner.
- Provide case management to all clients ensuring individual needs are assessed.
- Provide specialised assistance for NZ Superannuitants, those on Invalids Benefit and other clients with special needs.

NZ Superannuitants

- Provide specialised case management to all NZ Superannuitants, ensuring all clients are aware of additional assistance available and community resources.
- Attend community seminars and meetings to ensure a range of services is widely known about and available.

Maintain at least 80% level of client satisfaction.

- Ensure clients are seen within 48 hours of requesting an appointment, or sooner if necessary.
- Ensure service centres provide a welcoming environment.
- Develop a staff training programme to ensure excellent standards of service are met.

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 Case Managers with five weeks intensive training on the programmes and services administered by the Department.
- Provide ongoing training sessions for all staff as required.
- Ensure all staff have a 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.
- Foster competence, confidence and passion within staff.
- Enhance the induction process and develop a strategy to monitor attrition.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

Maximise the number of job-focused developmental opportunities for clients within the community and local labour market.

- Increase our knowledge of client needs in relation to training for employment.
- Create, develop, encourage and purchase training and work-based opportunities that have a realistic focus on meeting the needs of clients.
- Encourage existing providers to identify and develop additional employment opportunities for clients.
- Strengthen alliances with providers/employers to provide increased work-based training opportunities for clients.
- Establish effective relationships with Workbridge to ensure people with disabilities receive maximum support from both agencies.
- Contract Enterprise Horowhenua to facilitate 'One More Worker' employment opportunities in Horowhenua and Kapiti.

Give clients the opportunity to participate in developmental activities.

- Increase client awareness of activities available to enhance skills and abilities.
- Actively encourage job seekers to attend relevant training programmes in order to enhance their employment potential.
- Provide clients with individualised case management and promote the advantages of training available.
- Work in partnership with Skill New Zealand and other training providers to ensure training provided meets the client needs.

- Provide accurate feedback from employers to ensure that training programmes are relevant to the local labour market.

Support all clients during and after course completion to achieve movement into further training and/or paid employment.

- Build relationships with employers, key agencies and community to enhance and secure opportunities for job seekers.
- Work collaboratively with local employers to identify and provide targeted training to meet specific industry needs.
- Establish effective relationships and liaison with training providers to ensure that the progress of the trainees is monitored and evaluated during and at the completion of training.
- Ensure participants receive a follow-up interview with a Case Manager during and at completion of training.
- Actively profile and promote job-ready trainees/participants to access suitable opportunities.

Increase knowledge and awareness of local labour market to obtain appropriate opportunities to meet client needs.

- Identify labour market trends together with existing and future employment opportunities.
- Create a profile of economic growth sectors and their recruitment potential.
- Develop positive partnerships and initiatives with key business leaders, agencies and community to support clients into employment.
- Encourage Local Employment Co-ordination groups to develop ideas and devise a minimum of one long and two short-term strategies/initiatives/projects to address unemployment.



OBJECTIVES AND KEY TASKS (cont)

Assist clients to achieve appropriate employment goals by increasing access to local labour market opportunities.

- Provide individualised case management by Case Managers and Work Brokers that enable clients to be actively and positively profiled as credible job applicants.
- Establish at least five industry-specific joint ventures targeted at job growth areas, or as determined by information gathered from the economic growth sector profile.
- Identify jointly with the client appropriate opportunities and activities by agreeing on development strategies.
- Ensure clients exploring self-employment options are aware of the Enterprise Allowance assistance.
- Encourage business sectors to take ownership by developing partnerships in industry-based training.

Continue to provide relevant information to all clients placed into employment on what assistance is available to support them in employment.

- Ensure low-income earners are aware of the income assistance available.
- Increase awareness of subsidies available to assist at-risk long-term unemployed clients into employment.
- Provide ongoing support to at-risk clients after placement into employment to encourage sustainability.
- Provide post-placement support to employers to ensure placement is appropriate and sustainable.
- Enhance joint ventures/partnerships with employers, key agencies and community groups.

STRATEGIC OUTCOME 3

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

Increase the numbers of Maori achieving paid employment by strengthening relationships with key Maori organisations and the community.

- Increase knowledge of Maori clients' needs in relation to employment and training.
- Progress Maori clients through targeted training and work-based training opportunities.
- Ensure Maori clients are fully informed of their entitlements when moving into employment.
- Collaborate and strengthen alliances with local iwi, Te Puni Kokiri, key Maori organisations and Maori employers to ensure effective targeting of resources and/or joint employment initiatives.
- Profile Maori clients to the employment sector.
- Consult with key groups and agencies to develop a greater awareness of issues which face Maori clients.
- Facilitate regular hui as a forum (internally and externally) to collaboratively develop strategies which will assist Maori into employment and other activities.



OBJECTIVES AND KEY TASKS (cont)

Participate in developing joint initiatives with Maori-based organisations to increase Maori participation in the labour market.

- Form effective alliances with key Maori organisations and community to seek opportunities and achieve positive outcomes for Maori clients.
- Monitor and enhance the quality of training and employment opportunities provided for Maori.
- Collaborate with Skill New Zealand to purchase training for Maori customers to improve employment outcomes.
- Assist in developing initiatives which enable Maori to participate in, and contribute to, social and economic development.

Increase participation of Maori clients in targeted developmental activities and into employment.

- Ensure every Maori client receives effective and meaningful individualised case management.
- Ensure every Maori client receives correct information on benefits at initial interview and on an ongoing basis.
- Increase education and appropriate training opportunities for Maori by ensuring participation in programmes is in proportion with the percentage of Maori represented as active job seekers.
- Identify appropriate training providers to deliver training programmes for Maori clients.
- Purchase training and developmental programmes specifically for Maori job seekers.

Ensure Maori clients are supported to access appropriate and sustainable employment opportunities.

- Ensure Maori clients are fully aware of all assistance available when moving into employment.
- Ensure that adequate support is provided to all Maori clients placed into employment.
- Ensure all Maori clients completing developmental activities are actively case managed and supported to achieve employment.
- Assist and support social, economic and community development by working in partnership with local iwi, community and key agencies.
- Ensure that Maori clients referred to any employment opportunity are well prepared and supported.



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 collaboratively to develop initiatives for priority communities (Maori, rurally isolated communities, Pacific Peoples, people with disabilities, migrants).

- Encourage training providers to deliver services from rural locations.
- Consult with rural, Pacific Peoples and local disabilities providers/communities to identify clients' specific needs.
- Work closely with migrant community groups on needs and opportunities.
- Purchase and contract a training programme, previously piloted, specifically for migrants in Palmerston North.
- Increase strategies to provide work-based opportunities for migrants.

Strengthen and progress partnerships with priority groups to identify how best to meet the needs of priority clients.

Pacific Peoples

- Form effective alliances with key agencies and community representing Pacific Peoples.
- Monitor and enhance the quality of training and employment opportunities provided for Pacific Peoples.
- Purchase, with an appropriate provider, specific training and development programmes in Horowhenua specifically for Pacific Peoples.
- Identify an appropriate communication mechanism to disseminate relevant information to Pacific Peoples.

People with disabilities

- Support national initiatives to assist people with disabilities.
- Provide specialised case management for clients in receipt of the Invalids Benefit.
- Establish relationships with providers and agencies representing mutual clients in order to provide a co-ordinated approach to assisting people with disabilities.

NZ Superannuitants

- Facilitate meetings to provide relevant information to NZ Superannuitants in receipt of supplementary assistance.
- NZ Superannuitants in receipt of supplementary assistance will be proactively case managed.
- Provide specialised case management to all NZ Superannuitants.

Youth

- Support the development of inter-agency initiatives specifically for youth.
- Assist and work collaboratively with other key agencies in the development of an integrated youth strategy for the Central region.
- Develop an information package for youth to ensure they are aware of all goal-setting options prior to leaving school.
- Purchase training programmes targeted specifically at youth.



OBJECTIVES AND KEY TASKS (cont)

Sole parents

- Provide specialised case management to sole parents through the Compass programme.
- Encourage participation in appropriate training and employment opportunities.
- Purchase relevant training opportunities specifically for sole parents.
- Ensure sole parents are fully aware of assistance available for childcare.

Actively participate in developing partnership initiatives with other communities to enhance client access to labour market opportunities.

- Work collaboratively with relevant agencies and communities to identify and develop a minimum of two creative and innovative strategies which benefit our clients.
- Establish sector-specific joint ventures targeted at potential job growth areas.

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

- Meet with key business leaders, agencies, local iwi, community organisations and support groups to share information and seek opportunities for mutual clients.
- Work collaboratively with key business leaders, agencies, local iwi, community organisations and support groups and adopt an integrated approach to developing solutions.
- Continue representation at a management level at community and community support group meetings.
- Maintain existing networks both internally and externally and ensure advice and information on the full range of services available from the Department of Work and Income is provided to all groups.

Consult and involve appropriate Government agencies, local authority and community networks in developing initiatives that increase clients' access to labour market opportunities.

- Facilitate and participate in forums, both internally and externally to identify and develop solutions and strategies for all clients and in particular priority client groups.
- Encourage Local Employment Co-ordination groups to develop ideas and devise short and long-term strategies, initiatives and projects to address unemployment.
- Support and participate in the Strengthening Families programme through inter-agency collaboration and management of at-risk families.
- Participate in the development and implementation of a minimum of two new projects and initiatives.

Provide a forum that enables key agencies and community groups to channel relevant information about service delivery and client needs.

- Establish and maintain existing information-sharing forums with key community groups.
- Ensure regional management and Service Centre Manager representation at key advocacy meetings.
- Establish a process for full participation at meetings and ensure that agreed recommendations are actioned in a timely manner.



ACHIEVING OUR KEY TASKS

To ensure we are achieving the objectives in this plan – and meeting the needs of our clients and communities, we are enhancing the way we deliver our services.

Client Development Activity Co-ordinator

The purpose of this role is to work with providers and Case Managers to ensure programmes are meeting the needs of clients and the labour market, and to maintain full courses.

Through consultation with staff, many sites in the region believe that they will achieve improved results by specialising the functions of liaison, placement, and monitoring of client development activities.

Programmes purchased will have an improved focus on developing client capability and this in turn will see better outcomes for job seekers.

Maori case management

Individualised case management will be tailored to the needs of clients and the service centre. Maori clients will have the option of working with Case Managers who specialise in working with Maori.

Specialisation will enable staff to develop stronger links with the community or sector supporting their clients.

Youth case management

Specialist Case Managers will be at specific sites dealing with young people. They will also be working with community youth services and other agencies. This will ensure that all work-tested clients under 19 will be in work, training or education.

Specialisation will enable staff to develop stronger links with the community or sector supporting their clients. There are a range of community groups that can assist these clients and liaisons need to be improved within these areas. Case Managers who are dealing with the same group of clients and have established community links could achieve this.

Case management of work-tested clients

Specialist Case Managers responsible for work-tested clients will focus on work. This includes working closely with Work Brokers, various community agencies and other labour market contacts and profiling these clients into long-term paid employment.

The introduction of Case Managers responsible for work-tested clients will allow those staff to develop their skills, knowledge and expertise in one focused area. Increased staff expertise and focus will improve the service to this target group.



ACHIEVING OUR KEY TASKS (cont)

Case management of non-work-tested clients

Individualised case management will be tailored to the needs of this group of clients. Non-work-tested clients will have the option of moving towards job search with the close support and guidance of these Case Managers.

Other strategies include

- increasing our knowledge of Maori clients' needs in relation to employment and training
- supporting Maori clients through targeted training and work-based training opportunities
- ensuring Maori clients are fully informed of their entitlements when moving into employment
- collaborating and strengthening alliances with local iwi, Te Puni Kokiri, key Maori organisations and Maori employers to ensure effective targeting of resources and/or joint employment initiatives
- profiling clients to the employment sector
- consulting with key groups and agencies to develop a greater awareness of issues which face our clients
- facilitating regular hui as a forum (internally and externally) to collaboratively develop strategies which will assist Maori into employment and other activities
- consulting with rural, Pacific Peoples and local disability providers/communities to identify clients' specific needs
- working closely with migrants' community groups on needs and opportunities
- purchasing and contracting a training programme, previously piloted, specifically for migrants in Palmerston North
- increasing strategies to provide work-based opportunities for migrants.



OUR COMMUNITY COMMITMENT

| Programme | Forecasted new starts | Budget |
|------------------------------------|-----------------------|--------------------|
| Job Plus | 670 | \$3,350,000 |
| Job Plus Training | 233 | \$700,000 |
| Job Plus Maori Assets | 20 | \$105,000 |
| Enterprise Allowance | 35 | \$350,000 |
| Business Training and Advice Grant | 130 | \$40,000 |
| Taskforce Green | 255 | \$1,220,000 |
| Job Connection | 26 | \$255,000 |
| Community Work | 650 | \$252,000 |
| Work Start | 900 | \$200,000 |
| TOTAL | 2,919 | \$6,472,000 |

| Programme | Forecasted new starts | Budget |
|----------------------|-----------------------|--------------------|
| Job search | 80 | \$5,000 |
| Information services | 1,100 | \$450,000 |
| Work confidence | 610 | \$486,000 |
| Work skills | 220 | \$240,000 |
| Innovation | 300 | \$150,000 |
| TOTAL | 2,310 | \$1,331,000 |



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

Palmerston North City Council
 Manawatu District Council
 Horowhenua District Council
 Kapiti Coast District Council
 Masterton District Council
 South Wairarapa District Council
 Palmerston North Community Services Council
 CCS Manawatu
 Housing Advice Centre
 Mature Employment and Support Agency, Manawatu
 Kapiti Coast Council of Social Services
 680 employers from the Central Region
 were sent surveys – 120 responded
 Ngati Kahungunu ki Wairarapa
 Work Wairarapa
 Horowhenua Unemployed and Beneficiaries Union
 REAP, Tararua
 Rangitane Iwi Social Services
 Central Hawkes Bay College
 ACROSS Social Services, Palmerston North
 Open Learning Centre, Palmerston North
 Manawatu Home Budget Service
 Manawatu Education Academy
 Carterton Community Centre, Carterton
 Dannevirke Adult Reading and Learning Assistance
 Palmerston North Adult Reading
 and Learning Assistance
 Fire and Rescue Training Service Ltd, Waipawa
 Gill Cook, Palmerston North
 Horowhenua Adult Literacy Scheme
 Innovative Educators, Levin
 Dive HQ, Palmerston North
 Manawatu Educational Academy, Palmerston North
 Lower Valley training providers, Featherston
 NZ Education Academy, Palmerston North
 Synergy Training, Palmerston North
 Wairarapa Community Polytech, Masterton
 YMCA Masterton
 YMCA Palmerston North
 Marshall Coley, Masterton

Phoenix Supported Employment, Palmerston North
 Options for Training and Employment,
 Palmerston North
 Workbridge, Palmerston North
 Community Broker Organisations, Central Region
 Staff focus groups: Palmerston North, Feilding,
 Kapiti, Horowhenua, Otaki, Dannevirke, Wairarapa,
 Waipukurau, Masterton and Foxton



Work and Income NZ
Te Hiranga Tangata