



**Work and Income NZ**  
Te Hiranga Tangata

... Regional Plan for

# East Coast

**2000/2001**



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

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

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

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

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

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

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

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

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

CHRISTINE RANKIN



## REGIONAL COMMISSIONER'S REPORT

I welcome the opportunity to reflect on and to celebrate the East Coast region's past year and to share our strategic direction and focus for the 2000/2001 year.

In the East Coast region, the Department of Work and Income has focused on meeting the needs of our clients by ensuring they have got their income entitlement and job seekers are prepared and assisted into work.

We have had many successes over the past year. The following are some highlights.

- \$625,740,994 paid out in income support, ensuring that the basic needs of our clients are met (this amount includes \$798,672 for Special Benefits and \$2,977,515 for Special Needs Grants).
- We have assisted 4,661 individuals with a range of skills training, motivational training and on the job work experience. 62% (or 2,906) of the clients attending these courses were Maori.
- The proactive work of our staff has resulted in over 5,000 of our clients finding work in the past few months and over 20.5% (1,016) have lasted more than three months.
- Work Brokers account manage individual businesses to ensure a sound understanding exists of each employer's needs.
- Between 1,600 and 2,000 clients placed into seasonal work in the 1999/2000 year.

### Looking forward

I am excited about the coming year and am confident in our ability to achieve a flexible, regionally driven approach that will make a difference for the East Coast's clients and communities.

Our consultation with communities and community groups has indicated that there are many aspects of the Department's work where improvement is possible. This regional plan sets out to tackle those areas as well as to build on the strengths demonstrated over the past 12 months.

We must maintain the focus on Maori, as they are over-represented in the benefit and unemployment statistics. It is important to work collaboratively with iwi and Maori organisations within the area.

We must continue to source job opportunities so that we can place unemployed people into paid work. We will continue to purchase developmental opportunities that meet the needs of both our clients and employers. Meeting seasonal employers' needs will take hard work, good relationships, communication and planning.

There are job growth opportunities we can exploit especially in forestry, seasonal horticulture, tourism and the service sector. Whilst such jobs are frequently short-term they will remain vital to the regional economy. We must ensure that clients are prepared for these opportunities by investing in upskilling, work experience and job readiness training activities. This will be done in co-operation with Skill New Zealand and private training establishments throughout the region.



REGIONAL COMMISSIONER'S REPORT (cont)

As the year moves on we are preparing for the huge demands on labour over the summer season. We will be providing on-site training for orchard workers, producing a video aimed at clients visiting service centres who are available to take on seasonal work and launching a new seasonal work brochure.

A specific focus in the region will be specialist case management whereby Case Managers identified with proven expertise in dealing with specific client groups such as youth, Maori, and the long-term unemployed will be given the opportunity to work exclusively with the client group.

There will also be two key initiatives working with youth. The first is the Ngati Porou Hauora programme aimed at youth clients and their family members working together to develop a pathway towards training or employment and overcoming the barriers associated with life on the rural East Coast.

The second initiative is the Manukau Model which focuses on the identification and mentoring of secondary school students considered to be at-risk in employment terms once they leave school. This model has been enthusiastically endorsed by the Hawkes Bay Secondary Principals' Association.

Working together we will achieve our goals of community well-being and sustained prosperity for all.

LINDSAY SCOTT  
**Regional Commissioner**  
 East Coast



## OUR REGION



### Introduction

The East Coast region has a mainly urban population of 196,000 people centred primarily in Gisborne, Napier and Hastings. The population overall is trending gently upwards.

The region has a very significant Maori population, with approximately 45% of the Gisborne/East Coast and approximately 23% of the Hawkes Bay population being of Maori descent. Runanga are located in Ruatoria, Gisborne and Hastings.

The East Coast region extends from Potaka in the north to Te Hauke in the south. The region

encompasses territory administered by the Gisborne District Council, Wairoa District Council, Napier City Council and Hastings District Council.

Much of the region is sparsely populated hill country where beef cattle and sheep are farmed. These areas also support extensive tracts of production forest that feed into the export log trade operating out of the Port of Gisborne and Port of Napier. Value-added timber processing occurs at both Napier and Gisborne.

There is an extensive and very attractive coastline that offers excellent fishing opportunities and is a haven for sun-loving holidaymakers and residents. The scenery of the region, its climate, history, unique architecture and significant events draw both domestic and international visitors. Visitor numbers to the region are steadily increasing. Millennium celebrations throughout the East Coast have raised its national and international profile with ongoing benefits for the tourism and hospitality sectors.

Restructuring of the meat and food processing industries during the 1990s has caused the regional labour market to contract. Full-time employment has declined but seasonal work has become much more significant. There is an ongoing trend for jobs to become casual or short-term and for employees to be multi-skilled and more flexible in their approach to work opportunities.

The region is fortunate to be supported by a number of schools, tertiary institutions and private training establishments. This results in a residential population that is rapidly upskilling itself and is well positioned to capitalise on opportunities in the emerging local labour market as well as in the more knowledge-based job areas developing globally.



## OUR REGION (cont)

### **Investigating our region**

Over the past six months the Department's East Coast region management team has engaged in community consultation with a range of individuals, employers, training providers, community groups and Government agencies.

The purpose of the consultation was to determine what labour market opportunities are foreseen for the next year and what skills, knowledge and attitudes are required for our clients so that they are positioned to take advantage of the opportunities. Considerable input was received from the community on ways in which the Department can better meet the service expectations of the community. The consultation process has been invaluable to the development of this business plan.

### **Labour market analysis – growth and opportunities**

Consultation and research suggest that there will be a small and gradual improvement in the regional economy during 2000/2001. This will be built on the significant economic growth nationwide during late 1999 and early 2000.

Economic growth is more likely to be in Hawkes Bay than in Gisborne. This growth is due to the competitive exchange rate, low interest rates, the regeneration of activity in the Asian economies and a more favourable climate over the past year, particularly in terms of rainfall.

The labour market is characterised by a workforce that is mainly in the primary sector, food processing and the service and hospitality industries. There are opportunities in these sectors, but increasingly jobs are part-time or the work is contracted so that payment is by the number of trees pruned or bins of apples picked, rather than on a salary or per hour basis. Nevertheless the expansion of forest harvesting, and the volume and range of crops/fruit

produced, will increase the demand for skilled labour in these areas.

Employment growth is also anticipated through the development of the tourist and elderly care areas, growth in fishing and aquaculture, and through the maturation of the vast exotic forests.

Long term, there are developing niches for organic produce (provided it is of high quality), and opportunities for aquaculture and fishing.

Millennium events, particularly in Gisborne, have raised the region's tourism profile. This is expected to result in a boost for this industry with job opportunities in the service sector and scope for new tourism ventures, particularly those of an eco-cultural nature. These opportunities will be useful to position clients for ongoing work in this sector and will give impetus to emerging Maori tourism ventures designed to capitalise on the region's unique cultural, ecological and wilderness experiences.

Primary production and food processing will continue as the backbone of the regional economy and provide ongoing work opportunities. However, the number of jobs in the traditional beef/wool pastoral sector is likely to decline over time. Jobs in value-added processing are on the rise. Growth in horticulture presents further seasonal work opportunities.

The region is also likely to benefit from growth in Maori enterprise funded by the settlement of Treaty claims. This is expected to provide an opportunity for the development of partnerships with Maori organisations to benefit Maori.

Tourism throughout the region is increasing, with new jobs available albeit mainly of a part-time or casual nature. Last year the tourism business in Hawkes Bay grew by more than 3%. The growth in this sector will have spin-off opportunities for retailers, hospitality and service sectors. It also



OUR REGION (cont)

presents small but significant new opportunities for Maori and some remote communities.

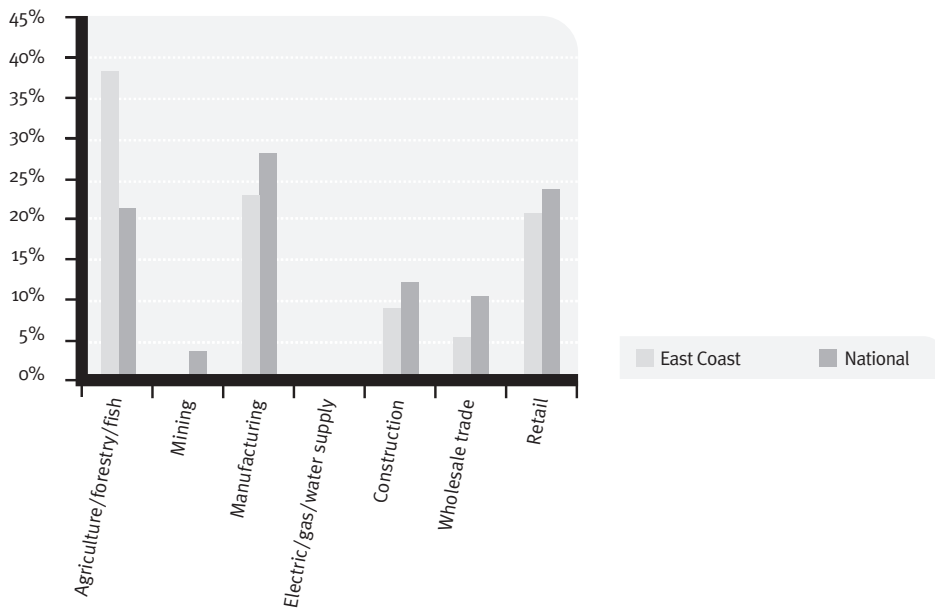
Among the smaller communities in the remote areas of the region job opportunities are limited. In this regard, the production of high quality organic produce, including medicinal herbs, is being developed and appears promising. This will assist in nurturing self-employment opportunities to enhance self sufficiency.

According to the 1996 census of business, the East Coast region has 23,676 business units that employ on average 2.2 people full-time. If agricultural units are excluded, the number of business units is 15,353, with an average of 2.8 full-time employees each. Thus small businesses are very important and we must be conversant with their diversity and needs if labour market opportunities in every sector are to be fulfilled.

Seasonal work in horticulture and viticulture is a reality. It enables thousands of people on benefits to earn money, which in turn is injected into the local economy through retail outlets of all kinds. With appropriate skills, a seasonal worker can now work for a number of months.

In May 2000 the Minister of Economic Development established the Tairawhiti Development Taskforce. The Taskforce is due to report to Government in October 2000 on the barriers impeding economic development in Tairawhiti. It will also report on the opportunities for growth in sustainable jobs. It is expected that the Department of Work and Income will be actively involved in supporting strategies identified by the Taskforce.

EMPLOYMENT BY INDUSTRY (1996 CENSUS)



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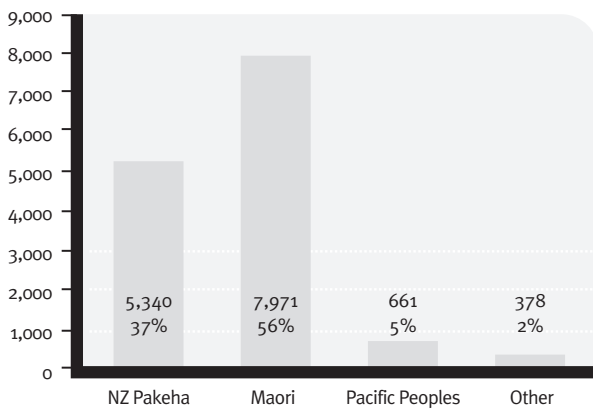
OUR REGION (cont)

**Our clients**

Maori are over-represented on the job seeker register. This over-representation is consistent across all categories of unemployed groups and points to a need for particular strategies for Maori which are aimed at prevention, early intervention and in-work support. Such strategies need to recognise the particular circumstances of Maori and adopt an approach to training and development that meets Maori needs.

In the East Coast region, Maori is the predominant ethnic group, at 56% of registered job seekers (compared to a national average of 30%). NZ Pakeha, Pacific Peoples and other ethnic groups are all well below their average national share of the register.

ETHNICITY OF REGISTERED JOB SEEKERS IN THE EAST COAST - JUNE 2000



The region has a significant number of 15 to 17 year old job seekers. This group will be targeted to avoid a culture of long-term benefit dependency developing. Addressing particular skill and educational needs on an individual basis will assist these groups to access employment. Once in work they will be assisted with a mentor for support to maximise achievement of sustainable employment.

A large number of clients have been registered for 104 weeks or more. This group will require careful and intensive specialist case management to move them into work.

The rising trend in the number of Domestic Purposes Benefit clients is a concern, with Maori disproportionately represented.

The proportion of clients in the East Coast on the Domestic Purposes Benefit is considerably higher than the national average (16% versus 12.7% nationally).

47% of the total income support recipients in the East Coast region are receiving NZ Superannuation, the Veterans Pension or Transitional Retirement Benefit (which is less than the national proportion of 54%).

People receiving the Community Wage are next with 22% of the total, slightly more than the national percentage of 17.14%.



## OUR REGION (cont)

### **Where to from here?**

We have the opportunity and ability to have a significant impact on the development and growth of the regional economy through our direct support of the forestry, seasonal horticultural and service sectors. Consequently, priority will be given to developing effective relationships within the labour market and community, and upskilling job seekers to increase access to opportunities, in particular for Maori.

#### *Maori*

Significant numbers of East Coast clients are Maori and many of them are rurally isolated. Working with iwi, Maori organisations and other Government departments to find solutions will be a key focus this year. Due to the disproportionate representation of Maori amongst the unemployed, they are a priority for upskilling and referral to job opportunities.

Partnerships with Maori groups will be established to assist in identifying opportunities they wish to pursue and then supporting those groups to achieve their objectives. A relationship with Community Employment will be required in the capacity-building of Maori organisations. Maori skill levels and educational qualifications are critical factors to employment and addressing these disparities will be a priority.

#### *Job seeker development*

To position clients to access potential stable employment opportunities, it is essential that they have a sensible mix of skills, relevant educational qualifications and attitudes. Resources to meet these needs will be provided through contracted services and the Skill New Zealand TOPS programme. It will also be necessary to set aside

resources to address short-term opportunities presented by seasonal horticultural work.

A key to addressing those requiring considerable assistance to compete in the job market is effective case management on an individual basis by skilled staff. Resources will be targeted at short, sharp work-readiness/motivational training packages, and provision will be made to address minor barriers to employment such as the lack of drivers licences of various types, food handling certification, curriculum vitae and interview skills.

In addition to the Limited Service Volunteer scheme, the region will trial a number of initiatives designed to move youth into training or work and to support them once placed.

While a positive attitude is considered by employers to be the main attribute they look for in employees, the Department must balance upskilling programmes with those designed to build confidence, self-esteem and life skills. This balance is to be achieved through the TOPS programme and those services contracted and provided directly within the region, to motivate and equip clients with relevant skills for employment.

#### *Labour market*

The East Coast region is generally presented with a good range of new job opportunities in both the short and long term. These opportunities are primarily in forestry, service and hospitality, elderly care, horticulture and viticulture. In localities where work opportunities are limited, particularly in remote areas, joint programmes aimed to enhance self-sufficiency and the establishment of small enterprises will be developed in close consultation with Community Employment field advisors.



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

Seasonal work in both Gisborne and Hawkes Bay is to be managed on a project basis to ensure that the best possible outcomes are achieved for the unemployed and for growers. Growth in horticulture presents further seasonal work opportunities and points to a need for our clients to be multi-skilled so that their involvement in seasonal work can be extended.

The region's labour market is volatile and the Department needs to be positioned to respond to both positive and negative factors that can come into effect with little or no notice.

To take advantage of tourism opportunities, we will need to ensure that job seekers are trained so they have the requisite skills, qualifications and attitude to enter the workforce.

We will achieve success through staff at all levels building effective partnerships with employers, Government agencies, training providers, voluntary organisations active in social work and the communities we serve.

There are many active social and client advocacy agencies in the East Coast region and it will be imperative that we maintain close links with these groups so that there is effective communication with these groups. We are also mindful of the difficulties we have in keeping those living in remote rural areas fully informed of the Department's services.



## OUR REGIONAL STRATEGIES

As a region it is clear that our first concern must be to reduce the level of long-term unemployment amongst Maori. Secondly, we must intervene with youth clients by case managing individual youth into a programme of educational and vocational skilling so as to reduce their risk of becoming long-term unemployed.

Both issues fit neatly with the Government's priorities for the Department as detailed in the Purchase Agreement and quantified in the region's various placement targets.

For the region to meet its obligations it will be necessary for us to build on the performance of last year. This will be done using the following broad strategies.

- To continue staff development and upskilling by investing in technical training and cultural awareness, and by utilising the expertise available to the region from our Regional Solicitor.
- To rebalance the caseloads of Case Managers so that those most successful at working with long-term unemployed Maori and youth are able to extend their specialist abilities.
- To reach out to Maori clients through partnerships with runanga that will facilitate the use of Maori community expertise in the intensive case management necessary to place long-term unemployed Maori and youth into stable employment.
- To contract outreach workers so that contact can be maintained with those client groups either unable or reluctant to access the full range of services and support available through the Department.

- To extend business relationships with employers particularly in seasonal horticulture, tourism and forestry, so that clients are positioned and skilled to take full advantage of the growth in job opportunities in these sectors.
- To extend and strengthen relationships with beneficiary advocacy groups and communities to ensure that regional service delivery is kept in step with community and client needs and expectations.
- To work with other governmental and community agencies so that a more seamless approach to service delivery is achieved across a range of agencies.
- To consolidate work brokerage and administrative support resources to support the seasonal work projects in Hawkes Bay and in Gisborne supplemented as necessary by short-term contract staff.

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

- To place 1,250 long-term unemployed Maori clients into stable employment.
- To involve youth in client development activities designed to increase work confidence and vocational skilling.
- To maintain the level of client satisfaction above 85%.
- To initiate joint agency, information-sharing roadshows from Kaiti, Gisborne, Wairoa and Hastings West into rural communities.
- To facilitate with each runanga a pilot project that is self-determining and which contributes towards the Department's objectives for Maori.
- To improve the level of accuracy in the payment of benefit entitlements over 1999/2000 levels.



## 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 full information.
- 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 strategies to monitor attrition.
- Facilitate the professional relationship between frontline staff and the Regional Solicitor as another way to upskill, broaden understanding and manage risk.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

*Provide 3,714 appropriate personal development, work confidence, work experience and skill enhancement opportunities for East Coast job seekers.*

- Provide individualised assistance to job seekers through accurate assessments and personalised client plans.
- Advise and support job seekers to access relevant opportunities such as TOPS, Outward Bound, Limited Service Volunteers, Conservation Corps, etc.
- Consult with staff and community to develop a plan to purchase relevant and targeted training opportunities for priority groups.

*Assist a minimum of 5,730 job seekers into paid employment by 30 June 2000.*

- Collate and distribute relevant labour market information within the region on a quarterly basis.
- Develop and implement relevant initiatives to maximise employment opportunities within the forestry, seasonal horticulture, and hospitality sectors.
- Sustain existing Work Broker and employer relationships, and extend them to include potential new employers.

- Provide post-placement support to youth, Maori and long-term unemployed job seekers through Work Brokers and contracted services to ensure sustainable employment is achieved.
- Rebalance caseloads so that those Case Managers most successful at working with long-term unemployed Maori and youth are able to develop this as a speciality.
- Contract local Maori providers through runanga, to secure stable employment outcomes for long-term Maori unemployed.

*Proactively case manage all youth in the East Coast region to provide access to training, work experience and employment opportunities.*

- Develop and implement initiatives through Local Employment Co-ordination groups, service centres and local secondary schools, to assist in diverting youth into training, community activity or employment.
- Intensively case manage all Invalids Benefit clients so that they experience work, training or other activity in the community, to assist them towards independence.
- Achieve 450 stable employment placements for Maori youth.
- Develop a joint initiative with Skill New Zealand that will promote the long-term employment of Maori youth in pastoral farming.



## OBJECTIVES AND KEY TASKS (cont)

*Ensure individuals within identified priority groups are supported to maximise achievement of sustainable employment.*

- Use Crown and contracted services assistance to support priority groups into employment.
- Evaluate delivery and content of contracted training six-monthly to ensure relevant feedback is provided and agreed outcomes achieved.
- Ensure all clients participating in an activity have a relevant and specific client plan to assist their movement towards independence.
- Contract local authority and other enterprise agencies to assist in establishing and sustaining small enterprises through the Be Your Own Boss programme.
- Provide post-placement support for all Maori long-term unemployed placed into full-time paid work either directly through their Case Manager or Work Broker, or indirectly through training and other providers.

## STRATEGIC OUTCOME 3

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

*Work in partnership with relevant Maori organisations, other agencies, community groups and staff to identify and meet the needs of Maori.*

- Provide training for staff to enhance their understanding of the needs of their Maori clients and other cultures as appropriate to sites.
- Ensure protocols for accepting, monitoring and evaluating self-determining solutions are agreed with runanga.
- Pilot self-determined projects within the rohe of each runanga and monitor and independently evaluate them against project objectives.
- Work with Community Employment field advisors to assist iwi, hapu and whanau groups in capacity-building.
- Focus regional resources primarily towards achieving client development, community participation and stable employment outcomes for Maori.
- Develop an initiative to target Maori clients situated in rural areas of Kaiti, Gisborne, Wairoa and Hastings West.
- Ensure that relationships are established and maintained with current and potential providers who have the ability to deliver the best outcomes for Maori.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 4

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

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

- Facilitate at all service centres an annual site-based workshop to enhance working relationships between service centres and local organisations to increase client participation in the community.
- At Kaiti, Gisborne, Wairoa, Napier South and Hastings West facilitate joint-agency roadshows to communicate relevant information to remote communities.
- Support and attend Strengthening Families initiative meetings in Ruatoria, Gisborne, Wairoa and Napier.
- Liaison officers will attend Safer Community council meetings.
- Convene meetings of community and social services agencies six-monthly in Gisborne, Wairoa and Hawkes Bay (one meeting for Pacific Peoples).

- Ensure regional staff liaise with all agencies contracted to deliver services on a regular (not less than quarterly) basis.
- Consult annually with all stakeholders as a precursor to establishing priorities for the annual business plan as well as to elicit feedback on all aspects of departmental performance within the region.
- Maintain liaison with Workbridge in Napier and Gisborne to ensure local departmental services comply with the Department of Work and Income/Workbridge agreement.
- Maintain liaison with providers of departmental services to the disabled to assist national office in the ongoing management of these contracts.



## ACHIEVING OUR KEY TASKS

The East Coast region is committed to achieving all tasks and objectives and will do this by building on strategies proven in 1999/2000. The essence of this is to recruit, train, motivate and manage all staff to be able to deliver services appropriate to our client base, labour market and communities. We recognise that in this region each service centre locality has its own unique mix of needs and to be effective we need to be able to tailor our approach to these.

It is essential that our stakeholders are involved in developing strategies. To this end all staff are required to build effective relationships with clients, Maori, community groups, employers and other Government agencies. In this way regional strategies will meet the needs of clients and employers and be delivered in a way that is considered to be appropriate by the community. A strategy of deliberately reaching out to clients, employers and the community is to be the basis by which we strengthen linkages.

It is our experience that regional performance is directly linked to setting clear goals, especially with regards to benefit accuracy and job placements for all Case Managers, as well as for each service centre and to monitor these. In this way, resources, training and management can be applied flexibly to ensure that outcomes for our priority groups are always at the forefront of our minds and that any shortfalls in performance are recognised immediately and addressed.

In the East Coast region all available resources are allocated down to service centre level so that individual centres have the tools available to develop and implement strategies that are applicable to their local client base, local community and local labour market.

### **Delivery response**

Our regional delivery response will be characterised by a greater emphasis at all levels in the team, to engage with stakeholders, to monitor and adapt strategies to the needs of clients, employers and the community. It is not intended to vary staff structures except that service centres may choose to have a receptionist and may also rebalance caseloads to take full advantage of the specialist capabilities of high performing staff. To assist in engaging with communities and to tap into community, especially Maori and Pacific Peoples' expertise, outreach workers may be contracted. The work of the outreach staff is to maximise employment outcomes for regional priority groups.

Past experience clearly indicates there are very strong economic arguments to support this region giving a particular focus to meeting the demand for labour, albeit seasonal, of horticulture and of the hospitality sector.



## ACHIEVING OUR KEY TASKS (cont)

### **Rationale**

No dramatic change is anticipated in the regional labour market. Any change is likely to be driven by changes in the level of demand due to the likes of variation in the exchange rate, rather than changes in the types of labour demanded. The region can therefore plan, knowing with some certainty the timing, nature and level of demand likely to be experienced.

Meeting this demand is contingent on the region being able to muster sufficient skilled and semi-skilled labour to meet seasonal peaks, with the support of its communities. It must also meet the ongoing but lesser demand for replacement labour in the retail, commercial, food processing and light engineering sectors.

Given the level of past performance it is anticipated that the increased outcomes required by Government will be met by

- .....→ continued improvement in staff proficiency
- .....→ a clear focus on achieving outcomes for priority groups
- .....→ the enhanced scope for a regionally flexible approach towards meeting labour market demand
- .....→ being able to leverage off the inherent expertise of key Maori stakeholders as regards intensive case management and in-work support of Maori unemployed.



## OUR COMMUNITY COMMITMENT

<b>Programme</b>	<b>Forecasted new starts</b>	<b>Budget</b>
Job Plus	2,500	\$1,655,000
Job Plus Training	100	\$655,000
Job Plus Maori Assets	50	\$20,000
Enterprise Allowance	100	\$100,000
Business Training and Advice Grant	300	\$180,000
Taskforce Green	150	\$834,600
Job Connection	50	\$422,500
Community Work	350	\$191,100
Work Start	2,000	\$500,000
<b>TOTAL</b>	<b>5,600</b>	<b>\$4,558,200</b>

<b>Programme</b>	<b>Forecasted new starts</b>	<b>Budget</b>
Job search	600	\$6,000
Information services	200	\$2,000
Work confidence	150	\$225,000
Work skills	150	\$225,000
Innovation	100	\$60,000
<b>TOTAL</b>	<b>1,200</b>	<b>\$518,000</b>



## CONSULTATION

### Local Authorities

Wairoa District Council  
Napier City Council  
Gisborne District Council  
Hastings City Council

### Maori Organisations

Te Runanga o Turanganui a Kiwa  
Taiwhenua o Heretaunga  
Ngati Kahungunu Iwi Inc.  
Ngati Porou Hauora  
Te Runanga o Ngati Porou  
Ngati Porou Whanau Forests  
Waiapu Work Trust  
Maori Women's Refuge  
Heretaunga Rangatahi Resource Centre  
Heretaunga Women's Centre  
Maori Women's Resource Centre

### Pacific Island

Cook Island Community Centre  
Samoan Community Committee  
Rev Epeli Taungapeau

### Members of Parliament

G Braybrooke  
R Barker  
J Mackey

### Government Departments

Child, Youth and Family  
Te Puni Kokiri  
Community Corrections  
Special Education Service  
NZ Police  
Workbridge  
Healthcare Hawkes Bay  
Housing New Zealand  
Community Funding Agency  
Link Centre HB  
Community Employment Group  
ACC  
Labour Force NZ

### Community Groups

Maraenui Marae Est. Trust  
Te Roopu a Iwi Trust  
Taradale Rugby Football Club  
Youth for Christ HB  
Womens Refuge  
Citizens Advice Bureau  
Age Concern Flaxmere  
Hastings Budget Adv. Service  
Hastings Salvation Army  
Disability Resource Centre  
Youth Resource Centre  
Flaxmere Community Centre  
Community Law Centre  
Presbyterian Support Services  
Grey Power  
Birthright Hastings Inc.  
Downtown Health  
Parkinsonism Society  
Mature Employment Service  
Barnados  
Student Job Search  
YMCA  
Youth Entertainment Trust  
Safer Community Council  
HB Volunteer Centre  
Napier Family Centre Inc.  
Community Health Services  
Careers Service Quest Rapuara  
CCS NZ (Hawkes Bay)  
Contact Centre for Unemployed  
Pilot City Trust  
HB Trade Union Centre  
Anglican Social Services  
Richmond House  
Disability Information Trust  
Community Health  
Budget Advisory Service Napier  
Birthright Napier  
Industrial Chaplaincy  
Council of Social Services Napier  
Disabled Persons Assembly  
Napier City Council Com. Dev.



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

**Training Providers/Schools**

Eastern Institute of Technology  
 Tairāwhiti Polytechnic  
 Camberley School  
 Kimi Ora School  
 Success Maker Education  
 Disability Training Services  
 Workforce Consultants  
 Wairoa Community Centre  
 Whare Wananga o Ngati Porou  
 Maraenui School  
 HB Community Work Trust  
 Hukarere Foundation  
 Marewa Kindergarten  
 Napier Intermediate School  
 Pirimai Kindergarten  
 Pirimai School  
 Richmond Primary School  
 Reignier School  
 Trade & Commerce Centre  
 Taradale Intermediate School  
 Wycliffe Intermediate School  
 Sport Hawkes Bay

**Employers**

*Gisborne*  
 Rainbow Fast Foods  
 Shell Midway  
 Woolworths Superstore  
 Logan Print Ltd  
 Leaderbrand Produce Ltd  
 The Warehouse  
 Dago's Famous Pizzeria  
 NZ Fruits  
 Juken Nissho Ltd  
 AB&J Motors Ltd  
 MJ&JM Charteris  
 Pohutu Station  
 Oslers Real Estate  
 Richardson's Mill  
 Marotiri Farm Partnership  
 Tairāwhiti Pharmaceuticals  
 Bermuda Bake  
 Gear Meat Pies  
 Deka NZ Ltd  
 Liquorland  
 Gisborne Tyres  
 Gisborne Service Station  
 Enterprise Cars  
 Farmers Trading Co.  
 KFC  
 Noel Leeming Appliance Store  
 McDonalds Restaurant  
 Gisborne Drainage  
 Sunvale Estates  
 Kanuka Ridge Partnership  
 Little Bits Antiques & Curios  
 Tolaga Bay Golf Club Inc.  
 Mountain View Café



CONSULTATION (cont)

*Napier*

Quality Bakers  
Napier Sandblasting Ltd  
Albrite Industries  
Suvic Engineering  
Napier Tanning Co.  
Simply Squeezed  
HB Dive Centre  
Home Landscape Design & Con.  
House of Malt  
Pacific Bark  
Squash Packers HB  
Homecare Systems  
Treadmills Trust  
Video Ezy  
Glenn Roberts Pharmacy  
Earnshaw Holdings  
Video East  
Maraenui Fish Supply  
Pan Pacific Forest Industries  
Napier Textiles  
Pete's Post  
Callinicos McDowell  
Burger King  
Discount Veges  
Parkside Hospital  
Mico Plumbing and Pipes  
PC Central  
Sold By U Vehicles  
Tourism Services Ltd  
Ideal Buildings and Garages  
Mark Snadden

*Hastings*

Downtown Health  
Shell Carlyle Street  
Video Ezy  
Heinz Watties  
Johnny Appleseed Orchards  
Razos Engineering  
Freeze Dried Food NZ Ltd  
TJ McNally Partnership  
Havelock Village Resthome Ltd  
Add Lighting NZ Ltd  
Sareta Salon  
Brendan Addis Motors Ltd  
Deka NZ Ltd  
Hastings Tourism Facilities Trust  
The Grapevine  
Spotlight Stores Ltd  
Briscoes NZ Ltd  
Gorries Family Restaurant  
Kaffee Bohne  
Maynard Enterprises Ltd  
Edward Bros Partnership  
Cash Converters

*Outside our region*

Jones & Lang, Palmerston North  
Westport Deep Sea Fishing





**Work and Income NZ**  
Te Hiranga Tangata