



Work and Income NZ
Te Hiranga Tangata

... Regional Plan for

Nelson

2000/2001

C O N T E N T S



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MESSAGE FROM THE CHIEF EXECUTIVE

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

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

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

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

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

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

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

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

CHRISTINE RANKIN



REGIONAL COMMISSIONER'S REPORT

I take this opportunity to reflect on the Nelson region's past year and look back at what was achieved and what we learned from those experiences, as well as sharing our strategic direction and focus for the coming year.

The past 12 months have been both eventful and challenging and, on reflection, successful. The way our staff, community and business have worked together to find ways to achieve our mutual goals has impressed me.

Throughout the Nelson region

- 4,073 job seekers were placed into employment
- 3,425 clients participated in work confidence, skills training or industry-specific training – \$1 million was spent on these programmes
- 123 clients were assisted through Enterprise Allowance to establish their own business
- 921 wage subsidies helped clients into employment.

This year we aim to further establish working relationships with iwi and Maori organisations so that together we can focus more closely on employment outcomes for Maori and consider, along with other organisations, responses to the wider social and health issues.

While a significant number of clients were placed into employment, a tighter focus will be on increasing sustainable employment for clients and supporting them in the transition.

Young people are also going to be an area where we will focus our energies.

Working in partnership with the community, business and Government agencies will also contribute to assisting clients attain independence.

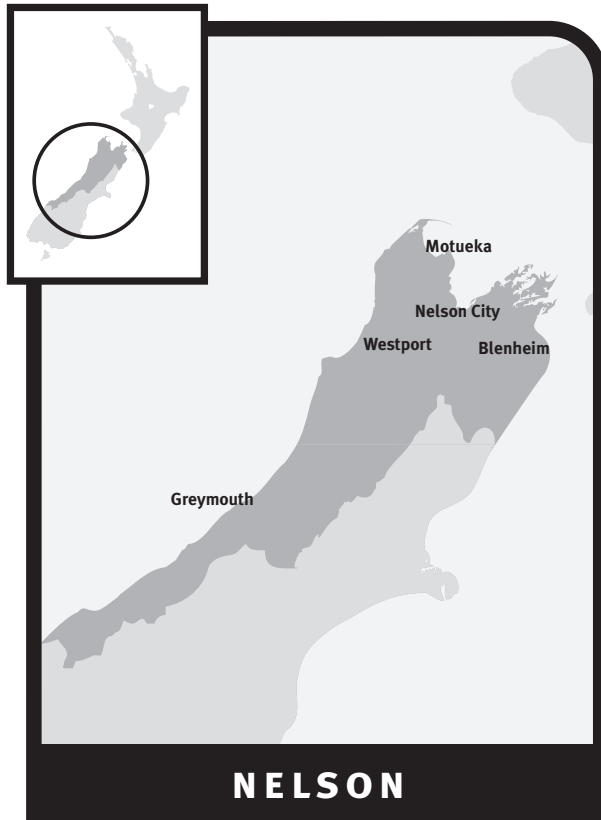
A major challenge for the coming year is to build on the foundation and learning from the past year and I am confident we can achieve this with a range of flexible, locally-driven approaches that will enhance our communities. Making a difference in a region with very diverse communities is not easy. However, by working co-operatively with other key players to develop integrated services and initiatives we can help to reduce disparities. This will increase the chance of solutions being available to assist those in most need.

To the people who have provided input – whether they are individual clients, local Government representatives, iwi representatives, training providers, community organisations, advocates, local employment committees, business representatives, or staff – thank you. Working with you in the future we will all achieve our goals, resulting in stronger communities.

MIKE SMITH
Regional Commissioner
Nelson



OUR REGION



training and subsidies, are located in Nelson, Stoke, Richmond, Takaka, Reefton, Westport, Greymouth, Hokitika, Kaikoura, Blenheim and Picton.

There are eight local authorities in the region – Westland, Greymouth, Buller, Tasman, Marlborough and Kaikoura District Councils, Nelson City Council and the West Coast Regional Council.

The iwi recognised as tangata whenua in the region are Ngati Apa, Ngati Koata, Ngati Kuia, Ngati Rarua, Ngati Tama, Ngati Toarangatira, Rangitane O Wairau, Te Ati Awa and Ngai Tahu.

The region has three quite distinct sub-regions: Nelson/Tasman, Marlborough, and the West Coast.

Nelson/Tasman

The total resident population of the Nelson district was 40,240 in 1996. The total resident population of Tasman (which includes Richmond, Murchison, Motueka and Golden Bay) was 37,973. Nelson is now the 10th largest city in New Zealand. The population significantly increases over December until May due to seasonal work and tourism.

It is estimated that the Tasman district population increased 1% in 1999 from 1998. This is one of the highest increases nationwide and projections show this trend continuing.

Most of the Nelson/Tasman economy is based on natural resources. Fishing, horticulture, forestry, agriculture and tourism have supported a vibrant go-ahead culture. It is home to major performance events including the New Zealand Wearable Arts Awards, the New Zealand Chamber Music Festival, the Nelson School of Music Winter Festival, the Gathering, and a range of annual events that stimulate local communities.

Introduction

The Nelson region is one of 13 Department of Work and Income regions. The region extends from Awarua Point in the south-west to Cape Farewell at the north-western tip of the South Island. The eastern boundary follows a line north along the Southern Alps to Maruia where it turns further eastwards following the Waiau River to the East Coast of the South Island.

An understanding of the local labour markets, population and demographics and a profile of job seekers and clients are therefore crucial to providing the best possible service. The service centres, providing income support, work search and access to



OUR REGION (cont)

Commercial fishing is well established in Nelson, and there are currently over 20 seafood operators based there. The fishing industry is pivotal to Nelson's development and has many spin-offs.

Tourism is the fourth largest industry, with over 400 tourism businesses contributing an estimated \$150 million to the region's economy each year. This industry employs an estimated 2,200 people (full-time equivalent jobs), hosts 161,000 international visitors and 230,000 New Zealand visitors each year. Of the employers surveyed, 43% anticipated growth in tourism and hospitality over the next 12 months.

Arts were identified as a potential employment growth area by the BERL report¹. Nelson hosts the internationally important New Zealand Wearable Arts Awards and the area is home to over 300 artists working in various mediums, such as pottery, ceramics, glass-blowing, wood-turning, sculpture and painting. Prime Minister Helen Clark recently stated that, "cultural tourism has enormous benefit for the region, and this sector should be seen as one with big economic potential". Maori art, craft, culture, and heritage are drawcards for tourism.

The Local Employment Committee has developed a strategic plan with the vision to maximise employment opportunities. Working with the wider employment forum in the community, this group has developed strategies around access, education, communication, co-operation and collaboration, as well as small and medium business development.

Nelson people are well provided for in the area of training and development, with 40 providers in Nelson. Specialist providers are also operating under smaller cluster industries such as Aromaflex with an emphasis on aromatherapy.

Employment in Nelson/Tasman is especially seasonal and demand for labour peaks at various times due to apple harvesting, fish and shellfish processing, and hop and kiwifruit picking. The volume of pipfruit exports increased from last year. However, the outlook for world apple prices is not bright, which suggests a lower volume of exporting. Nelson hops are a successful export earner, known for their quality and for being pesticide-free. The Nelson and Tasman centres adopted a seasonal strategy for the recent apple-harvesting season that resulted in over 1,000 placements into orchards. This involved staff working closely with industry and clients.

The average wage in the Nelson region is \$17.07 per hour. Over 11% of part-time workers hold more than one job (over double the rest of New Zealand).

A recent employer survey showed 57% of those surveyed anticipated further growth in primary industries.

Marlborough

The total resident population of the Marlborough District was 38,397 in 1996, 53% of whom reside in Blenheim. The total resident population of Kaikoura District was 3,516 in 1996.

The temperate climate has enabled Marlborough to become a national leader in wine growing, horticulture, and marine and land farming. Marlborough's wine industry was established in the 1970s and has international recognition. A survey by the Wine Institute of New Zealand suggests that New Zealand wine exports will more than double over the next four years. Grape growers expect to increase the number of hectares producing grapes from 3,477 in 1999 to 4,543 in 2002. This industry presents ongoing and growing employment opportunities in Marlborough.

¹ The Driver Clusters of the Nelson Regional Economy, May 1998 Business and Economic Research 1998.



OUR REGION (cont)

Kaikoura is the centre for whale, dolphin and seal watching as well as other tourist attractions.

Both the annual Marlborough Food and Wine Festival and the Kaikoura Seafest attract large numbers of visitors to the area, with the Food and Wine Festival hoping to attract 10,000 overseas visitors.

There were increased economic activity and employment opportunities during 1999 within Marlborough industry, particularly in avionics, transportation, viticulture, marine farming and services, tourism, aquaculture, and forestry.

Recent National Bank and WestpacTrust reports show economic activity in Marlborough has increased by 2%. Retail trade was almost twice the national rate and building consents continued to rise.

From April 1999 to January 2000 domestic visitor numbers increased by 12% and international visitor numbers by 20% compared to the same period during 1997/1998, showing the value that tourism has to this area.

The median age of the population in Marlborough is 36.1 years. However, it has the highest proportion of the population in the older age groups (60 years 19%, 75+ years 20%). Marlborough is clearly an area that is preferred for a retirement lifestyle.

Small businesses (fewer than five employees) are increasingly the majority of businesses located in Marlborough. Similarly, self-employment numbers have also risen².

The largest industry by employment in the Marlborough District in 1999 was the manufacturing industry, which accounted for 23% of all full-time equivalent (FTE) jobs. The retail trade industry accounted for a further 13% percent of total FTE employment³.

In pastoral farming two successive droughts had a significant impact on sheep stock numbers. As a result strong growth in income for sheep farmers is unlikely this financial year. However, prospects are good for an improvement in wool (particularly fine wool) and meat prices, as global demand increases over the next year.

Marlborough people are well provided for with 10 training providers in the area. Department of Work and Income staff in the Nelson region have worked closely with many providers to develop programmes that are linked to local industry demands, labour market and client needs. Such innovative courses have been very successful, with many clients getting work.

The Local Employment Committee has developed a strategic plan that covers education, positive economic development, access and positive regional community development. This committee has good links with groups and organisations such as Focus Marlborough.

In December 1999 the average hourly wage in the Marlborough District was \$15.45, which is 14% lower than the national average.

West Coast

The resident population of Buller District was 10,513 in 1996. It is estimated that the Buller District population decreased in 1999 by 2% from the previous year. The Grey District resident population is 13,700 and Westland is 8,280. This makes the West Coast the smallest region in New Zealand by population. It is also the most sparsely populated with 1.4 people per square kilometre. This highlights the rural isolation that many West Coasters have to contend with when seeking work or training.

² Marlborough Employment Profile, Las Fronteras, Jan 1999.

³ Marlborough Quarterly Review, Statistics New Zealand, December 1999.



OUR REGION (cont)

The West Coast contains the largest area of protected land of any region in New Zealand and this is where five of the country's 13 national parks are wholly or partly located.

It stretches along 550 kilometres and its economy is based on natural resources, with key industries based on tourism, mining, fishing and agriculture.

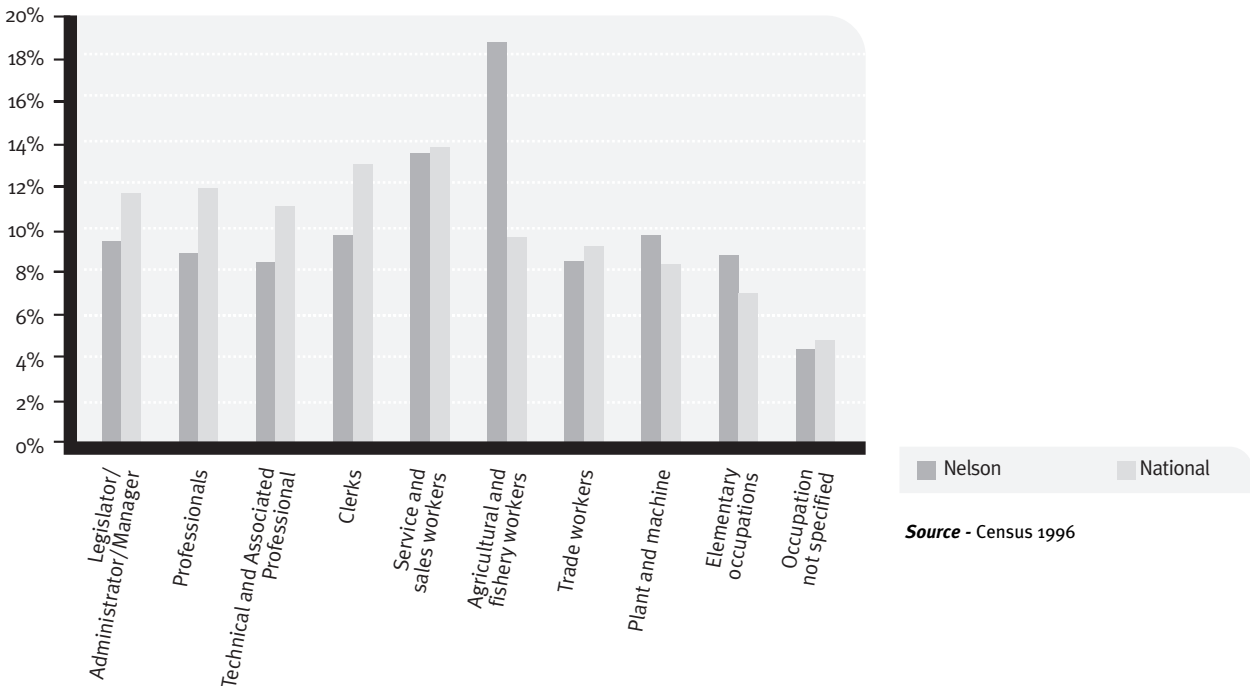
Many people live in isolated communities and are known for their strong identity as 'West Coasters'.

The issue of native forest logging has caused a great deal of contention on the West Coast. This, combined with a poor economy and migration from the area, especially in the youth age group, has increased unemployment. But there is potential for

employment creation. One potential growth area is a new mine in Greymouth, which is predicted to create jobs. Dairy farming and fishing are the key seasonal industries and with a regular shipping service now in place this reduces the barrier of transportation of raw or processed materials from the area.

There has been an increase in small to medium-sized businesses and self-employment. West Coast businesses focus on the local market rather than export, but a decline in population and other economic activity has had a large impact. A survey of local businesses in Buller showed 41% anticipated an increase in business activity and 40% no change⁴. It also focused on the need for regional development activities.

EMPLOYMENT BY OCCUPATION - NELSON VS NATIONAL



Source - Census 1996

⁴ The Case for Regional Development: The views of Buller businesses, Willis, Victoria University.



OUR REGION (cont)

The largest sector by output is tourism, bringing an estimated value of \$130 million in 1996. Coal mining is marginally the second largest with an estimated \$122 million and pastoral farming generates \$90 million⁵. Tourism improvement is also forecasted on the West Coast, with more international visitors and people staying longer. An employer survey supported this forecast. One third of the employers surveyed anticipated growth in tourism and hospitality. There are high percentages of people employed in the wholesale/retail trade (22%) and community and social services (24%).

One of the major training providers is the Westport Deep Sea Fishing School, which works alongside the fishing industry throughout the region. Industry-specific contracted services, such as training in meat processing at the Phoenix Meat Company Ltd, have provided some job seekers with long-term and seasonal work.

On the West Coast there is a community approach to regional and economic development, with GROW in Greymouth, Vision 2010 in Westland and BIG in Westport. The Local Employment Co-ordinator is in regular contact with these groups.

Labour market and the Department's clients

The Nelson region is more dependent on agriculture, forestry, fishing and horticulture than many other regions. All of these sectors recorded slow growth in 1998 and economic recovery looks to be occurring. The outlook for the primary sector is still constrained but improving, the real exchange rate is low, and some world commodity prices are starting to improve. The outlook for fishing is positive because of increased demand from overseas markets, particularly North Asia. Tourism has also helped to stimulate the economy as visitor numbers have increased in all sub-regions.

Over the next year it is likely that forestry output will increase significantly, driven by a steep increase in harvestable volumes. More logs will be sold on the domestic market and international prices are expected to gradually increase.

Business confidence has grown and more firms are expecting to increase employment. The National Bank regional economics report showed that Nelson/Marlborough topped the country in economic activity in the final quarter of last year, with a 2% rise.

The Nelson region has rapidly changing labour markets, with an increase in small businesses and self-employment. Industrial capital is being shifted to knowledge-based services. There are also positive indications within infrastructure. Over 43% of employers surveyed believed there would be growth in tourism and hospitality and 21% believed there would be growth in arts and crafts.

According to the Household Labour Force Survey, labour force participation averaged 66% over the past year with the March quarter being 67%. This is slightly higher than the national average of 65%.

From the same survey the unemployment rate as at June 1999 is 6%, September 1999 7%, December 1999 6% and March 2000 5%. The latest figure shows a reduction but should be treated cautiously due to the seasonal influence in that quarter.

Statistics New Zealand figures for the October 1999 quarter break down the region's unemployment rate as Marlborough 5%, West Coast 9%, Nelson 9%, and Tasman 8%.

⁵ West Coast Regional Council estimates and GROW report on research survey, 1999.



OUR REGION (cont)

As at June 2000, 41,626 people were receiving income support and superannuation services. These numbers are similar to the previous year with slight increases in Community Wage (Sickness) and Invalids Benefit but reductions in Domestic Purposes Benefit, Veterans Pension and other benefits.

Benefit type	Number of clients	Percentage
Community Wage (Job Seeker)	6,851	16%
Community Wage (Sickness)	1,370	3%
Community Wage (Training)	299	1%
Domestic Purposes Benefit	4,159	10%
Invalids Benefit	3,546	9%
Independent Youth Benefit	161	Less than 1%
Non-benefit supplementary assistance	1,216	3%
NZ Superannuation/Veterans Pension/Transitional Retirement Benefit	23,392	56%
Orphans Benefit/Unsupported Childs Benefit	141	Less than 1%
Widows Benefit	400	1%
Other	91	Less than 1%
TOTAL	41,626	100%

NZ Pakeha represent approximately 82% of registered unemployed in the Nelson region (compared to a national average of 53%). Maori, Pacific Peoples and other ethnic groups are all well below the national average share of the register, with a combined share of around 18% or one-fifth of the total.

Over 8% of those currently registered are between 18 and 19 years old. Of those registered unemployed 14% are Maori, and although this is considerably lower than the national average of 30% it is still disproportionately high compared to the total population of the region. Young people under the age of 25 make up 32% of the Maori register.

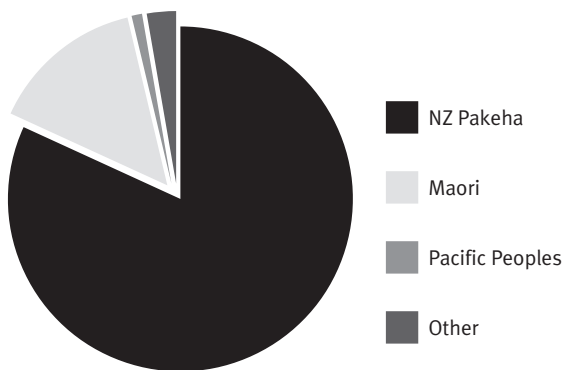
The Nelson region has developed and delivered services, training and development to Maori, but we have to ask if they are delivering the right outcome for Maori.



OUR REGION (cont)

Last year the Nelson region placed 677 Maori into employment and 761 into community work or a development activity. Closer relationships need to be developed with iwi and Maori enterprises and Maori community-driven initiatives identified, that are either achieving results for Maori or have the potential to do so.

ETHNICITY OF REGISTERED JOB SEEKERS IN NELSON – JUNE 2000



There are two successful Maori enterprises located in the Nelson region – Tohu Wines and Whale Watch Kaikoura, and there is potential for others to grow.

Te Puni Kokiri has identified new industries that are experiencing rapid growth and high levels of productivity including Tohu Wines and the communications industries as well as viticulture and the production of organic foods. They present new opportunities and potential employment⁶.

Currently there are 4,916 clients receiving the Community Wage (Sickness) or Invalids Benefit. Feedback from this group of people identified the importance of receiving entitlements as well as supportive Case Managers to help develop their potential. Feedback about how to develop this potential centred around the need for accessible positive activity – courses tailored to the needs of people, such as computer skills, art, sheltered workshops, budgeting, cooking and parenting support.

The Domestic Purposes Benefit paid to sole parents across the region is on the same level as last year. Presently 4,159 people are paid this benefit.

Nelson, Richmond, Stoke and Motueka now have several OSCAR providers providing excellent out-of-school care. This has removed one of the barriers to working for work-tested Domestic Purposes Benefit clients. However, there are still gaps in services over the Christmas period in Nelson, as well as across the region. The availability of the OSCAR Subsidy has made childcare more affordable and less of a barrier to working. However, the financial cost of working still acts as a disincentive to some Domestic Purposes Benefit clients who wish to work.

⁶ Sunrise industries: economic opportunities for Maori in the new millennium, Te Puni Kokiri, 20 October 1999, p.4.



OUR REGION (cont)

There are currently 23,392 people receiving NZ Superannuation in the Nelson region. A specialised service is offered to this group of people. Feedback showed that some improvements could be made around accessibility of service, communication and entitlement, as well as information on the support networks for older people.

Young people under the age of 19 make up 11% of job seekers. Some of the challenges can be clustered under the following headings: social, business, education, and culture. Closer relationships with schools are required, and the successful reorganisation of case management to focus only on young people is to continue as an area of specialisation. Changes to the minimum wage legislation later this year will make people 18 years and over entitled to an adult wage, which will provide a strong incentive to return to the workforce.

Maori youth are still disproportionately high in comparison with other groups. Of the 11% of job seekers who are under the age of 19, 19% are Maori.

One area of concern is that, although Nelson has a low number of early leaving exemptions from school, the figures are high in comparison with the rest of New Zealand.

Lack of career direction, planning and guidance, job search skills such as curriculum vitae preparation and interviewing skills, as well as personal challenges were identified as the main barriers to people obtaining employment. Personal challenges include

- drug and alcohol addiction
- low self-esteem
- lack of motivation
- differing levels of confidence
- low self-awareness

- lack of specific job skills
- availability of childcare
- rural and social isolation
- low literacy skills
- low health and fitness levels
- poor support networks.

Job seekers need assistance and ongoing support to develop themselves and their communication and presentation skills, in order to promote themselves to employers.

Feedback from advocacy groups, community groups and health agencies highlights that for people to participate fully in their community, benefit entitlement needs to be individually assessed and paid, taking into account an individual's unique circumstances.

Work-based training and work experience will be important for client development and can help to address these barriers. A lack of skilled forestry workers to keep up with harvesting demands, particularly on the West Coast and Marlborough, is one area where the Department can offer work-based training for job seekers to fill vacancies. The Department has already initiated discussions so job seekers can receive particular training to meet this demand. The Modern Apprenticeships scheme, a workplace training initiative, could also address the skill shortage.



OUR REGION (cont)

A survey published by the Ministry of Education in late 1997 found that 75% of unemployed people were below the minimum level of literacy needed for everyday life and work. Subsequent feedback from within the region has highlighted inadequate literacy and numeracy skills as a problem facing many job seekers. Consequently the Department intends to consider, in conjunction with other providers, programmes to enable job seekers to increase their literacy levels.

Invariably, though many job seekers have the appropriate skills and experience, research shows that in order for employment placements to be successful a close relationship with the employer and business sector needs to be in place. The components should contain clear information relating to services, ongoing developments and changes as well as opportunities for employers using our services to network with job seekers. Successful placements need effective pre-employment preparation, both at a personal and skills level, as well as pre-placement knowledge of the job and its requirements.

There are continuing trends towards self-employment so business training and advice are essential for people wishing to pursue this option. Products such as the Enterprise Allowance, Be Your Own Boss courses and community-based programmes present opportunities for job seekers, but this area needs to be effectively co-ordinated.

With regard to local economic development it is recognised that local economic problems are complex and no single aspect of the economic/employment issue is easily solved.

Over the past year, significant progress has been made in working with industry and community sectors, in developing clients to work-ready status. Some examples of industry specific training are

- caring for the elderly with Access Home Health in Greymouth
- painting and decorating with Employment Opportunity Services in Blenheim
- meat industry overview with Greymouth's Phoenix Meat Company
- orchard pre-employment with Pipfruit Training Services in Nelson
- forklift licences with Nelson Technical Institute
- seafood processing with Te Kakama in Blenheim.

Other work confidence programmes are the Intensive Support Programme run with Golden Bay Work Centre Trust, Maori Youth with Luke Katu in Blenheim, Arts with Vanadium Nelson, Maori Youth with Te Korowai o Aroha o Mawhera in Greymouth, Skill Development Programme (youth) in Westport and Tane Atawhai Whakatu Marae in Nelson.

These are just a few examples and future development will build on these to seek out further opportunities.

The highly successful seasonal strategy in Nelson and Tasman over the recent pipfruit season saw registered job seekers reduce by 2,300. This strategy took a planned approach with industry, clients and staff working together to achieve these results. The strategy included clear communication internally and externally, training and development, and setting up specialised seasonal teams.



OUR REGION (cont)

Summary

From analysing our research there are a number of conclusions that can be drawn. People need to receive information on entitlements and have a good relationship with their Case Manager to ensure effective individualised service.

Research highlighted that certain people or groups face more difficulties in relation to employment or independence, and therefore require specific strategies. These priority groups are

- youth
- people with disabilities
- sole parents
- long-term unemployed
- Maori
- rurally isolated people.

Barriers to employment and community participation are common, so identification and purchase of appropriate developmental and training programmes are essential. Industry or job-specific training programmes are essential to ensure people have the specific skills for the demands of a seasonal labour market. Work-based training and experience are important to job seeker development.

Varying levels of understanding exist within the business sector about the services provided by the Department. The Work Broker has a key role in finding work for people and providing an education service for employers. The Department must work together with the community, employers, iwi, other Government agencies and training providers to assist all job seekers, those receiving benefits and superannuitants to participate in their communities.

Development of small businesses will occur with support, set-up, education, finance and mentoring. Department participation in locally driven regional development processes is essential, in particular those that consider job creation, social inclusion, capacity-building, business growth and rural development.

The disparity between Maori and non-Maori continues to exist in this region. Focus needs to continue on effective provision of services to Maori as well as establishing partnerships with Maori and self-determining solutions.



OUR REGIONAL STRATEGIES

Key priorities for the 2000/2001 fiscal year

Our key regional strategies focuses on four areas.

- Providing income support services.
- Increasing movement of job seekers into employment.
- Strengthening partnerships with Maori.
- Maximising relationships with communities through inter-sectoral and community partnerships.

The strategic outcomes and objectives over the next few pages focus on the specific details intended to address the issues and priorities.



OBJECTIVES AND KEY TASKS

STRATEGIC OUTCOME 1

Increase people's capacity to participate in community life through providing income support and other assistance to eligible people.

Ensure at least 95% of 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 on assistance available.
- 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.

Maintain a minimum level of 80% client satisfaction.

- Ensure clients are seen within 48 hours of requesting an appointment, or sooner if necessary.
- Provide specialised assistance for NZ Superannuitants and Invalids Benefit clients.

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

- Recruit people with the right skills and attributes to meet the needs of our clients.
- Provide new staff with five weeks intensive training on the programmes and services administered by the Department.
- Provide ongoing training sessions for all staff as required.
- 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 confidence and passion within staff.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

Increase knowledge and awareness of the labour market to maximise appropriate client referrals to employment, ensuring 4,030 placements.

- Identify labour market trends together with existing and future employment opportunities.
- Update our profile of economic growth sectors and their recruitment and/or training programme potential.
- Improve strategies around managing seasonal employment opportunities to maximise stable employment outcomes and meet peak employment demands throughout the year such as from the pipfruit, viticulture and seafood processing industries.
- Develop positive partnerships and initiatives with key business leaders, agencies and the community to support clients into employment.

Purchase appropriate and targeted programmes to meet the needs of 2,653 clients.

- Regularly monitor and evaluate all training purchased to ensure it meets the needs of our clients.
- Actively encourage job seekers to attend relevant training programmes in order to enhance their employment potential.
- Work in partnership with Skill New Zealand and other training providers to ensure training provided meets the needs of clients within the region such as utilising industry-specific training to meet regional labour demands.
- Develop and contract sector-specific training that is targeted at potential job growth areas.

Young people under 19

- Continue specialised case management for young people under 19 years of age.
- Actively participate in youth networks in each community.
- Develop closer relationships with secondary schools and youth training providers.
- Assist and work collaboratively with other key agencies in the development of an integrated youth strategy for the region.
- Develop an information package for youth to ensure they are aware of all options available prior to leaving school.
- Purchase 194 activities or interventions with a youth focus.
- Develop a community programme complementary to Start Smart for students intending to move into employment.
- Support 100% of clients under 19 to participate in education, training or other activities.

People with disabilities

- Provide specialised case management for clients in receipt of the Invalids Benefit.
- Continue or establish relationships with providers and agencies representing mutual clients in order to provide a co-ordinated approach to assisting people with disabilities.



OBJECTIVES AND KEY TASKS (cont)

Sole parents

- Provide specialised case management to 750 sole parents through the Compass programme.
- Purchase training or development opportunities specifically for 129 sole parents.
- Ensure sole parents are fully aware of assistance available for childcare.
- Continue or establish relationships with providers and agencies representing mutual clients in order to provide a co-ordinated approach to assisting sole parents move towards independence.

Long-term unemployed

- Provide 255 places into Work Action for job seekers registered 18 months to four years.
- Apply intensive case management to all job seekers registered for more than four years.

Pacific Peoples

- Support Pacific Peoples by placing 35 into employment, five of which are sustainable jobs.

General

- Provide 150 places into Work Track for newly registered job seekers.
- Analyse potential to mobilise Work Track across the top of the South Island.
- Secure community work activities for 652 job seekers.
- Provide other programmes and activities such as career counselling (industry-specific) for 1,500 job seekers.

All clients will be supported during and/or after course completion.

- Ensure course participants receive a follow-up interview with their Case Manager on completion of training or activity to discuss further support and direction.
- Provide further support and direction at completion of training or activity.
- Actively profile and support participants to access suitable opportunities.

Assist 4,030 clients to achieve appropriate employment by increasing access to local labour market opportunities with 1,420 of these placements to be sustainable employment (employed for more than three months).

- Provide individualised case management by Case Managers and Work Brokers that will enable job seekers to be actively and positively profiled as credible job applicants.
- Establish industry-specific joint ventures targeted at job growth areas.
- Provide 654 wage subsidies across the region to assist clients to secure stable employment opportunities.
- Establish three joint ventures/partnerships with employers, key agencies and community groups.



OBJECTIVES AND KEY TASKS (cont)

Provide relevant support to clients placed into employment.

- Provide ongoing support to at-risk clients after placement into employment to encourage sustainability, for example Maori, long-term unemployed and subsidised placements.
- Develop staff training package for income assistance to low-income earners.
- Provide post-placement support to employers to ensure placement is appropriate and sustainable.

Provide opportunities and support job seekers to become self-employed.

- Provide elementary business skills training for job seekers who desire self-employment.
- Assist 168 job seekers by providing access to the Business Training and Advice Grant to help with the assessment of a new business venture.
- Provide access to the Enterprise Allowance for 115 job seekers to assist them into self-employment.
- Encourage new and innovative business ventures.

STRATEGIC OUTCOME 3

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

Strengthen relationships with iwi and Maori organisations, community and people to identify how best to meet the needs of Maori.

- Develop a relationship agreement with each iwi with emphasis on employment, training and service provision to Maori.
- Develop, with iwi, a strategy that focuses on and supports Maori communities and groups towards self-determination and independence.
- Establish iwi-based Maori Local Employment Co-ordination across the top of the South Island to develop and implement short and long-term strategies to enhance access to training and labour market opportunities.
- Work with Te Puni Kokiri, other Government agencies and iwi to ensure resources and priorities are identified to achieve more effective outcomes.
- Complete feasibility study of Maori case management options (Maori staff working with Maori clients).
- Form effective alliances with other key Maori organisations and community to seek opportunities and achieve positive outcomes for Maori clients.



OBJECTIVES AND KEY TASKS (cont)

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

- Collaborate with Skill New Zealand to purchase training for Maori clients to improve employment outcomes.
- Assist in developing initiatives that enable Maori to participate and contribute to social and economic development.
- Identify Maori service providers and assess capacity to assist Maori in moving towards local work opportunities.
- Work with Maori service providers to assist in developing their capacity to maximise their ability to deliver services to Maori.
- Ensure Maori will participate in 14% of education and training opportunities, in proportion to the percentage of Maori represented as active job seekers.
- Purchase 200 training and development opportunities to meet the needs of Maori clients.

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

- Ensure Maori clients are fully aware of all assistance and receive adequate support when moving into employment.
- Proactively profile and support suitable Maori clients into appropriate employment.
- Actively promote the Enterprise Allowance as an opportunity for Maori to develop and own their own business.
- Ensure all Maori clients completing developmental activities are actively case managed and supported to achieve employment.
- Place at least 620 Maori job seekers into employment of which 260 jobs will be sustainable employment opportunities.
- Ensure 14% of wage subsidies are made available to Maori across the region to assist in securing stable employment.
- Assist and support social, economic and community development by working in partnership with local iwi, community and key agencies.

Maximise the use of staff resources to enable them to deliver an excellent service to Maori.

- Work with Te Puni Kokiri, iwi and Government agencies to ensure resources and priorities are identified to achieve more effective outcomes.
- Investigate and develop a training strategy to enhance staff awareness of Treaty of Waitangi, Te Reo, and Tikanga 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 participation in Government, local authority and community networks.

- Work co-operatively with key business leaders, agencies, community organisations and support groups and adopt an integrated approach to developing solutions.
- Continue representation in the community and at community support group meetings.
- Review networks to ensure advice and information on the full range of services available from the Department of Work and Income are provided to all groups.
- The Department of Work and Income is an active participant in the Strengthening Families strategy across the region through management participation at local level and a collaborative case management approach to at-risk families.

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

- Facilitate and participate in forums to identify and develop solutions and strategies for all clients, in particular priority client groups.
- Local Employment Co-ordination committees continue to promote co-ordination, analyse employment conditions and promote local solutions to local employment problems via their strategic plans.
- Work in partnership with Skill New Zealand and other training providers to ensure training provided meets clients' needs.

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

- Work actively in co-operation with community support and advocacy groups.
- Review key liaison roles at service centres for all community groups and service providers to ensure liaison protocols are in place and well maintained.

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 groups representing Pacific Peoples.
- Identify an appropriate communication mechanism to promote services and relay information to Pacific Peoples.



ACHIEVING OUR KEY TASKS

Strengthen relationships with Maori

As discussed earlier in the plan, Maori are over-represented in unemployment, health and socio-economic figures. Key responses will assist in identifying areas of focus.

Response one – Appoint an iwi relationship manager. This is a contracted position to work with the Regional Commissioner to develop priority focuses with iwi. These could include the following.

- Relationship agreements with iwi.
- Formalise working relationships between iwi and the Department of Work and Income.
- Develop and agree appropriate processes for consultation.
- Develop areas of collaboration/partnership opportunities.
- Robust liaison.
- Inputs included in the Department of Work and Income planning.

Response two – Establish an iwi-based Local Employment Co-ordinator (LEC) for Te Tau Ihu. Initial focus could be in the following areas.

- Working with iwi to achieve the Government's employment strategy for Maori.
- Identifying all Maori business across Te Tau Ihu.
- Establishing a process to identify skill, employment and other needs of the Maori community, individual and local Maori business.
- Identifying suitable employment opportunities for Maori.
- Identifying gaps in training and development for Maori.

Response three – Provide Maori staff who will work closely with Maori clients as required.

- Department of Work and Income Maori staff across Nelson, Stoke, Richmond and Motueka rohe have developed individual service delivery strategies tailored to the needs of clients.
- Pilots are to be implemented in Nelson and Richmond.

Expected benefits

- Maori clients will be dealt with by staff who are knowledgeable in the resources available for this client group and who have strong relationships with the community and employers to assist clients achieve independence.
- Staff will have access to expert Maori employment advice and official links with iwi.



ACHIEVING OUR KEY TASKS (cont)

Health

Establishment of a health-based team specialising in long-term sickness and invalid beneficiaries and, potentially, disability allowances. The health sector is a specialised sector and therefore our services should link as directly as possible.

Expected benefits

- Clients will become better supported, as Case Managers will have a better understanding of the relevant health issues.
- Well-resourced staff will manage and assist clients.
- Enhanced network of relevant community groups and agencies with informed Department of Work and Income staff.

Rural

A high percentage of long-term clients live in rural areas. We have traditionally let them come to us and have had limited Work Broker input in these areas. Case Managers would take a special interest in the area, gaining knowledge of clients and opportunities that exist in the area. These Case Managers could then begin to have a presence in the communities delivering services.

Seasonality

High demands dictate the continuation of the successful seasonal strategy that can be utilised for a number of areas, for example the pipfruit and viticulture industries.



O U R C O M M U N I T Y C O M M I T M E N T

Programme	Forecasted new starts	Budget
Job Plus	551	\$2,261,500
Job Plus Training	335	\$205,382
Job Plus Maori Assets	15	\$78,248
Enterprise Allowance	115	\$557,356
Business Training and Advice Grant	168	\$68,720
Taskforce Green	135	\$644,543
Job Connection	88	\$450,614
Community Work	652	\$284,407
Work Start	900	\$129,679
TOTAL	2,959	\$4,680,449

Programme	Forecasted new starts	Budget
Job search	287	\$170,779
Information services	1,085	\$140,060
Work confidence	643	\$372,385
Work skills	355	\$279,011
TOTAL	2,370	\$962,235



CONSULTATION

Maata Waka
 Tai Poutini LEC
 Marlborough LEC
 Frameworks Solutions
 Support Employment Assn

Beneficiaries

Superannuitants
 Job seekers

Blenheim

Te Korowai o Aroha
 Werohia Development
 Te Kakama
 Marlborough Small Business Enterprise Centre
 Maori Land Utilisation
 Viticulture New Zealand

West Coast

Buller Reap
 Personal Computer Support
 Tu Toa Kia Katoa
 Te Runaka o Katiwaewae
 Te Korowai Aroha o Mawhera
 Phoenix Meat Company Ltd
 Westland District Council
 Access Home Health
 Buller Rural Education Opportunities
 GROW
 Hokitika Multicultural Centre

Workshops

Community Employment
 Service Centre Managers

Nelson/Tasman

Young Nelson
 Kahurangi Employment Trust
 Nelson Small Business Trust
 Abel Tasman Education Trust
 Youth Matters Council
 Small Business Centre
 Motueka Employment and Small Business Centre
 Nelson Adult Reading & Learning Assistant
 Nelson Technical Institute
 Nelson Training Centre
 Victim Support
 Communis
 Tu Kaha Trust
 Housing New Zealand
 MWWL
 MEGA Employment Services
 Village Community Trust
 Waimea College
 Nelson Polytechnic
 Ngati Tama
 Ngati Rarua
 Te Atiawa
 Runanga o Kaikoura
 Inland Revenue
 Special Education Service
 Te Puni Kokiri
 Luke Katu
 Berock Employment Training
 Employment Opportunities Ltd
 Kaikoura Centre for Continuing Education
 Community Health
 Small Business Enterprise Centre Marlborough
 Ngai Tahu Development Corporation
 Personal Computer Support Ltd
 Community Health
 Disability Information Centre
 Narcotics Anonymous
 West Coast PARS



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

Westport Hearing Association
Greymouth Activity Centre
Westport Deep Sea Fishing School
Adult Karoro Learning Centre
Community Nursing
Grey District Work, Youth and Community Centre
Work Brokers
Case Managers
Tautoko Services
Arts Council Nelson
Nelson Volunteer Centre
Night Shelter
Nelson Marlborough Health
Nelson Enterprise Loan Trust
Nelson City Council
Beneficiaries and Unwaged Workers Trust
Opportunity Nelson
Whakatu Marae
Community Foodbank
Specialised Vocational Service
Nelson Bays Arts Advocacy and Marketing Trust
Te Ara a Maui
Creative NZ
Age Concern
Grey Power
Whenua Iti Trust
Skill New Zealand
Golden Bay Work Centre Trust
Career Services Rapuara



Work and Income NZ
Te Hiranga Tangata