



Work and Income NZ
Te Hiranga Tangata



... Regional Plan for

Northland

2000/2001

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

The Northland region is unique in its diversity and challenges. Wide variations in social and economic status characterise the region. Added to this is the cultural diversity of the region bringing about great challenges particularly in seeking to close the gaps for Maori, rural disadvantaged and youth. The first part of the year was particularly challenging as the region coped with a rolling series of civil defence emergencies and labour market shocks.

Despite the challenges, the past 12 months have been successful and rewarding. I have been impressed by the enthusiasm and commitment of staff and the community to work together to find ways to achieve mutual goals to enhance the quality of life for our clients, families and communities.

Our focus has been on developing our ability to better support and meet the needs of our clients, their families and communities. To this end, we have focused on delivering a relevant and supportive service delivery approach. We have had many successes over the past year. Highlights include the following.

- \$425 million has been paid out in income support ensuring that the basic needs of our clients have been met.
- We assisted over 4,118 individuals with a range of skills training, motivational training, community work opportunities and on the job work experience. 65% of the clients attending these courses were Maori or Pacific Peoples. This is a total investment of \$1.4 million in the people we serve.
- The proactive work of our staff has resulted in 3,916 of our clients finding work in the year ended 30 June 2000.

- Work Brokers have worked with individual businesses to ensure a sound understanding exists of each employer's needs. We have demonstrated our responsiveness to companies in times of job creation and of new businesses moving into our region.
- With the support of Be Your Own Boss programme and the excellent support of the enterprise agencies we have been able to assist some of our clients into new business start-ups in the last 12 months.
- With the support of Community Employment, a wide range of community development projects has been supported and funded.
- We have worked closely with Te Puni Kokiri (Ministry of Maori Affairs) to support and promote development of local Maori training providers.
- Our partnership with the Ministry of Commerce/Economic Development and the Kaipara District Council was successful in securing \$250,000 to assist Dargaville businesses affected by the flooding of the Northern Wairoa River.
- We worked closely with the Far North District Council and other Government agencies in providing prompt and accessible support to people affected by the extensive flooding in the Hokianga region.
- We worked closely with clients and provided on-site support services for people affected by closures of large businesses such as AFFCO Whangarei and the Dargaville Dairy Company.
- We have built many new partnerships which are well poised to promote and assist the economic development of our region over the next 12 months.



REGIONAL COMMISSIONER'S REPORT (cont)

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 Northland clients and communities.

Providing for a growing, socially and economically diverse region is not easy. In spite of the fact that we have placed 3,916 people into work, Northland possesses one of the highest unemployment rates in the country. Further, 55% of the Far North, 26% of Whangarei and 18% of Kaipara residents live in a situation of poverty.

With this in mind, we must continue to actively seek opportunities to provide significant improvement in the lives of large numbers of people within the Northland region.

To achieve this we must build on our successes and extend the way we relate to other key stakeholders in the region, through alliances and partnerships, agreements with key Government agencies, local authorities, iwi and community groups. Working collaboratively to develop integrated initiatives that deal with issues relating to health, housing, education and employment is vital as is the need to work alongside advocacy groups to identify solutions to close the gap.

Equally important is our role in working with other key groups to promote and achieve improvement in our region's economic development. Furthermore, we must continue to provide quality case management and superannuation services to all clients, ensuring individuals' needs are assessed accurately and correct benefit entitlements are received.

For some of our clients re-entry into the workforce will happen relatively quickly, but for others the pathway will take longer. Providing clients with the

full range of information and additional assistance is also critical to ensuring clients are both encouraged and supported to take up training, and part-time, seasonal and full-time employment opportunities.

Moving forward we will maximise the extensive seasonal work opportunities which exist in most of the region's key industries, including agriculture, horticulture, silviculture, aquaculture, farming, hospitality and tourism. Each centre will be extensively involved in working with local employers and job seekers to better meet the fluctuating seasonal needs of these industries.

We will work closely with new Government community work programmes to ensure that community initiatives are maintained for the benefit and development of both communities and individual job seekers. Once again, partnership projects with other Government agencies such as the Department of Conservation and regional/local bodies will ensure that the Northland region assists in meeting the Government's objective of 'protecting and enhancing the environment'. Northland possum initiatives are a key example of this type of work.

In addition, we will introduce specialised case management for youth, Maori and the long-term unemployed.

This regional plan sets the goals of the Northland region for the next 12 months. Clearly by working together, remaining flexible and developing and sustaining partnerships in the community, we will assist in achieving improved results in respect to the community well-being and sustained prosperity for all.

SHARON BROWNIE
Regional Commissioner
Northland



OUR REGION



NORTHLAND

Introduction

Northland is one of 13 regions within the Department. There are 10 service centres within Northland – in the far north is Kaitaia, and in the mid-north are Kaikohe, Kerikeri and Kawakawa. Whangarei includes Kamo, Whangarei Central, Whangarei South, Onerahi and Specialised Services. On the West Coast is one service centre – Dargaville. Within the region there are also three territorial authorities – the Far North, Whangarei and Kaipara Districts.

Far North

Positioned at the top of Northland, stretching from Cape Reinga to Towai with the northernmost town being Kaitaia, the Far North has a resident population of 53,000, of which 54% are Maori and 55% are living in areas of poverty and social deprivation. For local authority purposes it also includes the Mid-North. The Mid-North boundary covers the Hokianga, Bay of Islands and ending at Towai.

Large areas of the central and west of the district have very depressed economies.

Whangarei

The residential population is 66,753, of which 26% are living in a situation of poverty and social deprivation. Whangarei includes the provincial centre of Northland, Whangarei City, with its commercial and industrial base, as well as a prosperous farming hinterland. Whangarei is often the base from which other services are provided to Northland such as hospitals, Government departments, educational institutions, industrial centre and port access as well as a wide range of business services.

Kaipara

Kaipara is a small local authority with a population of approximately 17,367, with 18 to 20% of people living in a situation of poverty and social deprivation. The district has some areas intensively farmed in horticulture, especially kumara – the area is well known as the ‘Kumara Capital’ of New Zealand. Pastoral farming, dairying and forestry are widespread. Dargaville, with a population of 4,800, is the main service centre in the district providing basic services to the surrounding rural communities. Tourism is a recent growth industry for this area.



OUR REGION (cont)

Overall

The total population of Northland is 137,052 (1996 census). Additional figures from Statistics New Zealand show, with the trends in population growth, the population to be 144,000 as at December 1999 – a 9.5% increase. Maori make up 30.3% of the total population, which gives the region the second highest Maori population in the country after Gisborne. The population is spread over a large geographical area.

Wide variations in social and economic status characterise the region. A high proportion of the Maori population resides in areas with low labour market activity. Maori also rate poorly in respect to measures such as income, health status and educational level when compared with both the populations overall and total Maori in New Zealand.

Almost one in five workers in the Northland region are employed in the agriculture, forestry and fisheries industries. The retail and manufacturing sectors are the next two largest industries in Northland. Tourism and related fields are also key industries, which create opportunities in the service and retail sectors.

The strongest labour markets in the region are in towns and communities in the east of the region and the weakest labour markets are in the communities on the west of the region. Features such as rural isolation, lack of transport, housing, education and health status constitute barriers to the development of opportunities both in training and employment for people in receipt of benefits.

The job market in the next 12 months

Investigating our region

A range of research and consultation was undertaken to update labour market opportunities and client profiles. Information sources included the Labour Market Policy Group, Statistics New Zealand and several economic newsletters. Consultation occurred with employers, other Government agencies, social/health service providers, iwi representatives, community groups, Local Employment Co-ordination groups and the Department of Work and Income staff.

The overall assessment for the next 12 months is optimistic based on two major factors.

- Forecasts of continued economic growth at both a national and regional level.
- The commitment by the new Government to promote regional economic development as a key tool to closing the gap, particularly for Maori.

Opportunities

The major areas of growth and opportunity have been identified as follows.

Traditional Maori production activities

There is an opportunity to develop sustainable business opportunities serving markets outside the region. An example is Te Papa looking to find a production source for flax woven products, bone ornaments and traditional wooden carvings.

Growth in the number of cruise ship visits in the Northland area creates further opportunity. Northland is rich in history and Maori culture, and attracts a substantial number of tourists who also have a large interest in traditional Maori products and services.



OUR REGION (cont)

In addition, Northland has an amazing natural resource, both in land and coastal access and this provides huge opportunities for Maori to capitalise on and/or develop these opportunities for the benefit of their people. Oyster farming and the settlement of Treaty claims are two examples.

Tourism, accommodation and hospitality

A host of factors such as favourable exchange rates, international exposure from the America's Cup, a rebound from the Asian crisis, consistent marketing of Northland as a tourist destination and the start of improved road access from Auckland have combined to provide strong growth in this sector, especially north of Whangarei. For example, a major tour operator in the Bay of Islands has reported its best February in years and expected March to be equally good.

The outlook remains positive, based on considerations such as Destination Northland pursuing its strategy of extending the visitor season or length of stay and an expected annual increase in visitor numbers to this country of around 6%, despite the short-term impact of the Sydney Olympics.

To take advantage, there is general agreement that Northland needs to focus on enhancing levels of customer service to create better visitor experiences.

Construction

There are two major components to the growth in construction. Firstly, there continues to be significant investment in a number of large projects throughout the region, examples of which are the JNL mill expansion in Kaitaia, the new CHH plant in Whangarei and the proposed expansion to the Whangarei Port at Marsden Point.

Secondly, there has been a sustained increase in residential construction, particularly along the east coast and in rural areas, to accommodate retirees and lifestyle migrants coming in from outside the region.

While increasing interest rates are likely to dampen activity, the continued influx of people into the area is expected to fuel further residential construction activity. Builders and other tradespeople are consistent in lamenting the lack of semi-skilled and skilled labour.

Forestry

Not only is Northland the second largest forestry region but harvest rates are also set to treble over the next few years and increase again in the medium term if planting rates continue.

Although companies like JNL and CHH are creating a significant number of jobs by processing timber, the majority of the harvest will continue to be exported as logs, among other reasons being the high level of tariffs around the world on processed timber products.

As evidenced by the Asian financial crisis, the overseas market is one of peaks and troughs but the short-term future is bright, especially since the forest industry here has worked hard to be internationally competitive. There will be a significant increase in job opportunities as the industry rebuilds after the recent overseas slump, but the requirement is for trained workers not unskilled labour.



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

Telecommunications

Advances in information technology and telecommunications are assisting to nullify the region's geographical disadvantage. For example, one outcome of the Far North Economic Development Trust's activities was the announcement that Datacom intended to partner the Far North District Council in exploring the establishment of a call centre operation in the Mid-North.

Another example is Top Energy who is looking at different ways to use and expand its existing call centre now that the company no longer sells electricity. This increased activity has led to the relevant training being made available, with the newly created National Certificate in Call Centre Operation course beginning in July. This is clearly an industry that requires computer literacy and customer service skills and one that is suited to a regional location because of a more stable workforce and cheaper labour costs than metropolitan areas.

New industries

The triumph of New Zealand in winning the America's Cup has opened new industry opportunities for New Zealand. Opportunities currently include the exploration by a major overseas investor into the establishment of a super-yacht industry in the Whangarei region. If this proposal goes ahead the Whangarei district will benefit immensely, including the direct benefit of 1,000 additional jobs within two years.



OUR REGION (cont)

Our clients

The Northland region had a registered unemployment rate of over 8% since December 1996. However, the unemployment rate has fallen significantly since September 1999 and is at its lowest level since March 1997. This is consistent with the rise in employment in the region and

reflects the increase in workforce participation in the region. The labour force participation rate is 61.5%, which is below the national average participation rate of 64.8%.

People in receipt of a benefit in Northland totals 41,378 as at June 2000. Breakdowns of the types of benefits are as follows.

Benefit	Number	Percentage
NZ Superannuation	19,618	47%
Community Wage	9,129	23%
Domestic Purposes Benefit	5,955	14%
Invalids Benefit/Community Wage (Sickness)	4,544	11%
Other	2,132	5%
Total	41,378	100%

National data for June 2000 are as follows.

Benefit	Number	Percentage
NZ Superannuation	465,174	52%
Community Wage	165,471	18%
Domestic Purposes Benefit	112,594	13%
Invalids Benefit/Community Wage (Sickness)	93,367	10%
Other	61,432	7%
Total	898,038	100%



OUR REGION (cont)

Of those registered unemployed, 58% are Maori. This compares to a national average of 30%. NZ Pakeha make up 39% of the total compared to a national average of 51%. Both Pacific Peoples and other ethnic groups have a combined total of about 3%.

In addition for Northland, 7,147 job seekers out of 13,127 have no formal school qualification or three years secondary schooling. This represents 54.4% of the total register, and approximately half of this unskilled labour force resides in Kaitaia and Kaikohe.

Further analysis of the register highlighted the following.

Long-term duration of people on the register.

- 8.7% have been unemployed for more than four years.
- 19.1% have been unemployed between two and four years.

High numbers of registered unemployed in the age group 30 to 39. This group forms 29.2% of the register and is represented by

- 60.9% Maori.
- 53.9% male.
- 46.1% female.

High proportion of Maori youth on the register. The following shows the percentage of Maori in each of the youth age groups.

- 15-17 years – 71.4%.
- 18-19 years – 65.5%.
- 20-24 years – 64.4%.

These statistics paint the picture of the Northland registered unemployed, but the issues facing people in receipt of benefits in Northland are not limited just to unemployment alone, but include health, housing, education qualifications, rural isolation and transport.

In addition, the trend indicates that if proactive interventions are not developed the percentage of Maori on the register will increase, when considering the high proportion of Maori youth currently registered in the 15 to 24 year age group.



OUR REGION (cont)

Developing the labour market

All groups consulted had their own perspective on what clients needed to enable them to compete for jobs and gain access to the opportunities that exist in the labour market. However, there were similarities in the responses and several themes emerged.

Work-based training

Groups, especially employers, identified this as an important aspect of any training – work experience needing to play a key role in developing job seekers. Training that is flexible and includes practical experience and time on the job is seen as having more value than time spent in the classroom.

When vocational skills training is undertaken, the training needs to be linked specifically to industry or employment opportunities and have the ability to meet market needs. Training providers need to ensure that training courses are linked to specific employment outcomes and are targeted to growth areas of the labour market.

Vocational areas

As identified, opportunities exist in the following areas for specific skill development.

- Forestry.
- Tourism, accommodation, hospitality.
- Construction.
- Telecommunications.
- Maori.

Again, training needs to be flexible in terms of delivery, location, and meeting the needs of individuals as well as linking to specific industries. All training courses need to be linked to specific employment outcomes so that providers ensure training is targeted to job opportunities that exist in the labour market.

Follow-up support

A common theme that emerged from the consultation was the need for ongoing support for job seekers. Once they enter the labour market, the Department needs to play a key role in either the provision of this support or facilitating the ability for people to access this – external to the organisation.

General

In Northland there is a strong view that the Department has a key responsibility to involve and develop communities. The strong economic growth that was experienced in the region to September 1999 (Household Labour Force Survey) provides an opportunity for the Department and other agencies to build community capacity and support economic growth.

There is also a need to assist in funding training in relation to core capability skills such as literacy, numeracy, communication, self-presentation, enthusiasm and working with others. This provides an opportunity to work in partnership with other key service delivery agencies such as health, housing, education and police.

In addition, the numerous job opportunities that exist over the next 12 months dictate that the Department needs to work closely with clients to maximise opportunities in the growth industries where vocational training is clearly linked to industry/employee needs.



OUR REGIONAL STRATEGIES

Nationally, the Department of Work and Income has developed four strategic outcome requirements that meet Government expectations. These are central to the delivery of core business in Northland and are detailed in the following section of this plan.

The strategies detailed in this section are those which are unique to Northland.

Improving outcomes through the delivery of multiple partnership-based inter-agency and inter-sectoral projects.

The partnership approach has already proved to be very successful in Northland. Working together increases local buy-in, ownership and resources. Further, working together provides opportunity for increased productivity, more effective use of resources and better outcomes for clients than if the Department worked alone.

Giving priority resource allocation to Maori, youth and rurally disadvantaged clients/groups.

Northland projects and resource allocation including contracted services utilisation will be focused towards achieving improved outcomes for priority groups.

To assist with the strategy, Northland region will also continue working closely with the local office of Te Puni Kokiri (TPK) to increase Northland Maori provider capacity and workforce development. Current advice from the local TPK office is that Northland region should continue to work together on a staged approach to increase and improve Maori provider capacity.

Northland will continue with the joint provider development initiatives with TPK in which it is already engaged. Northland region will also continue to encourage the development of staff of which 60% are Maori. In some instances (for example, Kaikohe) the staffing base is 80% Maori. These staff are a key resource in the delivery of services to Maori.

Linking clients with external markets (nationally and internationally).

Northland region is well aware of the fact that jobs and the nature of work have radically changed over recent years. On this basis, the local market is not viewed as the only pool from which to draw job opportunities for Northland job seekers. To assist in linking job seekers with external markets, Northland region has engaged in a number of projects – for example, sale of possum fur to South Island buyers, and linking remote Maori raranga craft workers with tourist markets at locations such as Te Papa in Wellington. Projects of this nature will be extensively explored during the 2000/2001 year including a digital technology project for Maori in remote rural locations.

Supporting regional economic development.

Northland region is actively involved in working in partnership with both Community Employment and the Ministry of Economic Development to promote and support local/regional economic development. A large number of projects are involved and will continue throughout the 2000/2001 year.



OUR REGIONAL STRATEGIES (cont)

Maximising seasonal work opportunities.

Extensive seasonal work opportunities exist in Northland in most of the region's key industries, including agriculture, horticulture, silviculture, aquaculture, farming, hospitality and tourism. A concerning trend in these industries is the utilisation of backpacker and migrant labour. Each centre is extensively involved in working with local employers and job seekers to better meet the fluctuating seasonal needs of these industries.

Contributing to our communities and the local environment.

Community work has been a valued tool of many Northland communities, particularly remote Maori communities. Northland region intends to work closely with new Government community work programmes to ensure that community initiatives are maintained for the benefit and development of both communities and individual job seekers. Once again, partnership projects with departments such as Conservation and regional/local bodies will ensure that Northland region is assisting in meeting the Government's objective of protecting and enhancing the environment. Northland possum initiatives are a key example of work in this area.

Key priorities for the 2000/2001 fiscal year

- Improving outcomes through the delivery of multiple partnership-based inter-agency and inter-sectoral projects.
- Giving priority resource allocation to meet the needs of Maori, youth and rurally disadvantaged clients.
- Linking clients with external markets (nationally and internationally).
- Supporting regional economic development.
- Maximising seasonal work opportunities.
- Contributing to our communities and local environment.



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.

- Case management service will be provided to all clients, ensuring individual needs are assessed accurately.
- Assessment of benefit entitlements will be completed at the initial meeting with the Case Manager.
- Clients will be provided information on the full range of additional assistance available on an ongoing basis.
- Monthly internal monitoring will occur to ensure that clients are receiving their correct entitlement.
- Exit interviews will be undertaken with clients moving into full-time work to ensure they are assessed and low-income earners receive their correct entitlements.
- All requests to review a benefit-related decision will be thoroughly investigated and appropriate action taken immediately.

Provide excellent service to all clients.

- Service centres will provide a welcoming environment.
- Client satisfaction results will exceed national standards.
- Currency of Kiwi Host training will be maintained.
- Clients will be seen within 48 hours of requesting an appointment or sooner if necessary.
- The competency of all staff will be developed to ensure they have the skills and knowledge to deliver the full range of services.
- Individual plans will be developed for all Case Managers to identify training needs.
- Specialised assistance will be provided for NZ Superannuitants and clients with disabilities and special needs.

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

- New staff will attend training school when recruited.
- Existing staff will have access to attend refresher training sessions.
- All staff will have a training plan.
- Recruitment of staff will be carried out at least monthly if vacancies exist.
- Ongoing training and support will be provided by managers and coaches to increase staff knowledge.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

All clients will be provided with supportive case management services with particular reference to priority groups and Maori.

- All clients will be supported by an individual Case Manager.
- Case Managers will work with clients to identify achievable job choices.
- Case Managers will work with individual clients to assess barriers and skill gaps and refer as appropriate.
- Work will occur with identified priority groups such as Maori and youth to ascertain priority needs.
- Quarterly detailed needs analysis will be conducted via Local Employment Co-ordination activity.
- Quarterly assessment of feedback from Community Employment will be provided.
- There will be analysis of demographic trends from relevant surveys – for example, TPK, Closing the Gap documents.
- Personalised visits of Regional Commissioners and Regional Operations Managers to representatives of priority groups.
- Contracted services focus on meeting priority needs and matching labour market opportunities.
- Resources will be prioritised to meet the needs as identified.

3,700 development activities that will enhance the skills of clients and bring them closer to the labour market.

- Local labour market reports completed by all service centres will be collated and used to identify opportunities.
- The client database will be analysed to determine common skill gaps and barriers to employment.
- Programmes will be purchased that meet identified client needs and labour market opportunities with an emphasis on Maori clients, including 200 work confidence opportunities, 150 information services (careers) opportunities, 2,000 work skills opportunities and 50 job search opportunities.
- The service will flexibly respond to changing opportunities in the labour market.
- 10% of the contracted services budget will be retained for flexible and rapid responsive spot purchasing.
- Case Managers will maintain a knowledge of client development activity opportunities and partner with clients to make appropriate referrals – individual liaison people will be allocated to manage each opportunity and bi-weekly opportunity management meetings will be held.
- 100% of programmes will be monitored and evaluated to determine effectiveness and relevance for Northland clients at course completion, 30, 60 and 90-day periods.



OBJECTIVES AND KEY TASKS (cont)

Maximum use is made of subsidies in order to provide more opportunities for clients, with an emphasis on Maori and long-term clients.

- Relationships will be developed with employers who have not previously accessed the Department's services and subsidies.
- The availability of employment subsidies will be marketed to employers/sponsors.
- Work opportunities and subsidies will be tailored to meet the needs of individual clients, with an emphasis on Maori and long-term clients.
- Employer information packs will be developed and distributed, targeting access to subsidies.
- Job Plus cards will be issued to eligible clients who would benefit from subsidised support.

Relationships with employers will be strengthened.

- Employers will be provided with open access to Work Broker services.
- Regular forums will be held with employers to identify needs – employer evenings, focus groups, etc.
- Local labour market information will be gathered and analysed to identify trends and existing demands.

Work Broker services will be maintained or enhanced.

- Employer requests will be responded to within 24 hours.
- The benefits of the 0800 Employer Line will be highlighted to employers.
- Opportunities secured by Work Brokers will be appropriate to the client base and identified skill level.

Networks with disability providers will be established and strengthened.

- Disability support groups and providers will be identified, and a regional database established.
- Case Managers will closely network with major disability providers to offer a full range of services for clients.
- Staff training for 'disability awareness' will be held in conjunction with Mental Health, Workbridge, and Disability Resource Centre staff.
- Invalids Benefit specialists will have training in working with clients with Mental Health and disability-related issues.
- All staff will be briefed by the disability support advocates.
- Site visits will be made to current disability providers in conjunction with Regional Contracts Manager to develop existing relationships for future contracting.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 3

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

Strong partnerships and working relationships will be developed with local iwi.

- A regional database will be established to identify key groups, local iwi role models, and Maori community organisations with each service centre.
- Local network meetings will be attended including Strengthening Families, Local Employment Co-ordinator (LEC), Safer Community Council and the TPK regional inter-sectoral forum to maintain and strengthen existing relationships.
- Hui with runanga and major Maori organisations will be facilitated to look at a range of solutions and initiatives to meet Maori clients' needs.
- The Department's partnership with TPK will be used to assist with those hui and the subsequent development of strategies.
- Monthly meetings will be held with TPK representatives regarding ongoing issues.
- TPK input and facilitation into all Northland planning processes.
- Work with TPK in an inter-agency approach to key projects.

An inter-sectoral approach will be developed with other Government agencies, particularly Te Puni Kokiri.

- Quarterly inter-agency meetings will be actively facilitated to discuss and progress a range of Closing the Gaps initiatives including Maori clients.

- A number of inter-departmental projects involving delivery of employment, health, housing, education and training services for Maori will be undertaken.
- Work Action programme will be extended to provide rural disadvantaged drivers licence programmes and health assessments.
- Implementation of a rural inter-agency project in the Hokianga.
- Implementation of a range of additional projects currently in development.

The work of Community Employment will be supported by the Department within the region.

- Encourage regular communication between regional Community Employment field advisors and service centres.
- Support Community Employment initiatives with communities and iwi groups.
- Work with Community Employment corroboratively to support opportunities identified for external markets.

Discretionary resources will be prioritised to meet the needs of Maori.

- Discretionary funding will be prioritised to target the specific needs of Maori.
- Partnerships with local iwi, whanau and hapu will be strengthened to identify opportunities and pilot programmes for Maori.
- Existing training programmes will be reviewed in respect to 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.

Networks with leaders in other sectors will be strengthened, promoting an integrated approach to regional issues, especially in areas such as health, education, housing and the police.

- Inter-agency meetings will be facilitated to determine opportunities for integrated approaches.
- Inter-agency service delivery will be undertaken wherever possible.
- Investigation into ACC co-location in Kaitaia is completed.
- Implement a rural inter-agency project in the Hokianga.
- LEC activities will provide relevant and timely local labour market information.
- Participation will occur in the work of local Safer Communities Council, Regional Inter-sectoral Forum and Strengthening Families initiatives.
- Strategies to address barriers to employment will be identified and minimised.
- Work with Government to support the establishment of a connected Government project in Northland.

The Department will support the work of Northland leaders in attracting new business to the region.

- Partnerships will be developed with employers, local bodies and community organisations to identify opportunities.
- Regional groups that are established to grow Northland's labour market will be actively supported.
- Regional and district economic development initiatives will be supported.

Strengthening Families activities and/or programmes will be fully supported.

- Strengthening Families programmes will be supported.
- Staff will be trained in the implementation of Strengthening Families programmes.

Assist rural communities to identify opportunities either in local and external labour markets.

- Northland staff will continue to develop partnerships with rural iwi/communities and business groups to increase access to labour markets.
- Digital technology and artworks initiatives will be explored and progressed subject to feasibility analysis.



ACHIEVING OUR KEY TASKS

Frontline delivery responses

The proposed service delivery emphasis focuses priority attention on the expectation that strengthened employment services will contribute to closing the gaps for disadvantaged groups, particularly Maori, youth and people in a situation of rural disadvantage.

As a region, Northland's priority for the focus and allocation of resources includes

- referring priority groups to appropriate client development activities and assisting placement into paid work, particularly Maori, youth and rurally disadvantaged people
- stable employment targets, particularly for Maori
- upskilling rurally disadvantaged groups and connecting/linking with both local and external labour markets.

Each service centre has developed site plans to meet allocated placement and stable employment targets.

Deployment of frontline service focuses on a high quality case management and Work Broker service – and there will be some specialisation where there is clearly specialist need and opportunity to improve outcomes, for example

- new business/industry
- youth specialist
- long-term unemployed specialist
- seasonal work requirement.

Site plans are tailored to the particular needs and opportunities of the local client base and labour market. A number of changes are being implemented by service centres. The changes do not affect the core role of Case Managers, Work Brokers and support staff, however their functions will have been adjusted to meet the needs of priority groups served by their centre.

These changes are the beginning of a process in which we will continue to critically examine the effectiveness of frontline service centre operations. Changes will continue to evolve to meet both the labour market and needs of the people we serve.

Contracted services

Northland region will continue to work flexibly in the utilisation of both contracted services and Crown subsidy allocations. These allocations will be targeted to priority groups. A range of pilot initiatives is planned to encourage training providers to work more closely with job seekers to increase job placement rates and improve stable employment outcomes.

Skill New Zealand has a key role in assisting in the achievement of the Department's Government expectations and outcomes. A number of joint initiatives are in the early discussion stages with our colleagues in this Department. It is expected that full briefs for project pilots will be completed by 1 December.

Contracting will also involve

- a range of new initiatives in respect to both motivational and skill development training
- trial of increased numbers of flexible outcomes-based contracts
- trial of incentive-based contracts to improve stable employment outcomes.

Regional focus and service delivery rationale

The proposed service delivery emphasis focuses priority attention on the expectation that strengthened employment services will contribute to closing the gaps for disadvantaged groups, particularly Maori, youth and people in a situation of rural disadvantage.



OUR COMMUNITY COMMITMENT

Programme	Forecasted new starts	Budget
Job Plus	671	\$3,357,528
Job Plus Training	150	\$150,000
Job Plus Maori Assets	3	\$19,260
Enterprise Allowance	12	\$60,000
Business Training and Advice Grant	483	\$290,000
Taskforce Green	161	\$895,000
Job Connection	1,592	\$1,490,740
Community Work	1,215	\$535,000
Work Start	800	\$200,000
TOTAL	5,087	\$6,997,528

Programme	Forecasted new starts	Budget
Job search	50	\$50,000
Information services	150	\$105,000
Work confidence	200	\$183,594
Work skills	2,000	\$950,000
Innovation	100	\$150,000
TOTAL	2,500	\$1,438,594



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

Andrea Davis-Goff
Bream Bay News
Chairman Secondary School Teachers' Association
Chief Executive Officer Hokianga Health
Enterprise Trust
Exec Officer Northland Regional Council
Community Trust
Far North Development Trust
Craig Brown (His Worship the Mayor,
Whangarei District Council)
Dargaville District News
He Iwi Kotahi Tatou Trust
Mid North Primary Teachers Association
Quantum Learning Ltd
CEO Northland Polytechnic
Family Start
Erima Hinare
Chairman Tai Tokerau Principals' Association
Graham Ramsey (His Worship the Mayor,
Kaipara District Council)
Safer Community Council
Regent Training Centre Ltd
Career Services
Area Manager Specialist Education Services
Waitangi National Trust
FFMS Consultants
Ka Awatea Trust
Director General of Health, Ministry of Health
Director Multiskill
CEO Northland Health
Mike Barrington
Northland RSA
Ngatiwai Training Ltd
Northern Advocate
The Northern News – Geoff House
The Northland Times – Jim Mahoney
Office of Brian Donnelly, MP
Office of Dover Samuels, MP
Office of John Carter, MP
Office of Phil Heatley, MP

Office of Dr Muriel Newman, MP
People Potential
Regional Manager Te Puni Kokiri
Radio New Zealand
Department of Corrections
New Zealand Police
Area Manager Housing NZ
Ruarangi Kokiri Trust
Salvation Army
Poutamo Trust
Sobieski Consultants
Northland Farm Labour Ltd
Branch Manager ACC
Amorangi International Company
The Northland Age
Area Manager, Child, Youth and Family
Skill New Zealand
Te Kotahitangi E Mahi Kaha Trust
Whangarei Leader
Yvonne Sharp (Her Worship the Mayor,
Far North District Council)
Kaitaia Enterprise Agency Ltd



Work and Income NZ
Te Hiranga Tangata