



Work and Income NZ
Te Hiranga Tangata

... Regional Plan for

Southern

2000/2001

C O N T E N T S



Message from the Chief Executive.....	O N E
Regional Commissioner's report.....	T W O
Our region.....	F O U R
Our regional strategies.....	T W E L V E
Objectives and key tasks.....	T H I R T E E N
Achieving our key tasks.....	N I N E T E E N
Our community commitment.....	T W E N T Y O N E
Consultation.....	T W E N T Y T W O



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

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

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

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

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

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

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

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

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

CHRISTINE RANKIN



REGIONAL COMMISSIONER'S REPORT

Over the last 12 months the Southern region has made a significant contribution to the betterment of its clients. The region has undergone a major change in performance which is indicative of a commitment to a new direction.

There have been many achievements.

- Over \$700 million has been paid out in income support ensuring that the basic needs of our clients are met.
- We have assisted over 4,250 individuals with a range of skills training, career guidance, motivational training and on-the-job work experience. This is a total investment of \$1,428,000 in the people we serve.
- The Department funded, through Community Employment, the Northern Southland Work Circuit Project run by the Southland District Council to provide support for job seekers in work placements and to provide transport for Lumsden workers to jobs in Queenstown.
- 10 long-term unemployed people were assisted by the Department with accommodation for a six-week training period in collaboration with the Quality Hotel chain. These people all gained full-time employment in Queenstown at the completion of their hospitality course held in the hotels.
- When a night shift chain was being established at the Mataura freezing works a job-related training course was developed in collaboration with the Personnel Manager and the Gore campus of the Southern Institute of Technology. This course involved basic meat handling, knife skills, food hygiene and industry tours. 45 clients attended this training and 75% of those individuals have now moved into employment.
- The 4Hire pilot programme developed by the Department of Work and Income, Department of Corrections, the Malcam Charitable Trust and PARS is a four-stage programme to equip former offenders with the necessary qualifications, skills, experience and community support to get and keep full-time employment. After eight months, 63% of participants have gained full-time or part-time work and a further 15% have moved into training/education.



REGIONAL COMMISSIONER'S REPORT (cont)

Though not exhaustive, these achievements have established a platform from which the Southern region will bring innovation to its role in job creation and move its clients towards independence and self-fulfilment in the coming financial year.

The region's highest priority lies in its commitment to contributing to closing the gaps for Maori in our region. The region will appoint a Maori Strategy Manager, who will liaise with Maori, establish forums, and work with Maori to understand their needs for self-determination. The region will work to strengthen local Maori and build capacity.

The region is going to ensure that its service delivery is excellent, that its clients receive their entitlement, and that it works closely with advocacy groups.

The work component of the Department's activity offers opportunities for imagination and creativity in generating economic growth and jobs such that its clients achieve independence.

We will establish strategic alliances with the local authorities within each of our seven labour markets. Partnership is all about sharing goals and sharing risk. We will share our knowledge of the labour market and our data that support our strategic direction with a view to achieving a shared vision. The Southern region is committed to making a difference.

In so doing, we will build inclusive communities. We will improve the employability of our clients.

We will achieve this vision by providing training to our staff, building strong teams, empowering our staff, providing strong leadership, and by ensuring our culture is one of excellence in all aspects of client service. We will listen to the community and take on board their concerns. We will collaborate with other departments to bring holistic solutions to community issues. We will embrace accountability.

JOHN ALLEN
Regional Commissioner
 Southern



OUR REGION



Introduction

The Southern region covers the lower half of the South Island, stretching from the Rangitata River, 50 kilometres north of Timaru, to Stewart Island. The region's total population exceeds 338,000. The majority of the region's cities and towns are located along the east coast and they service the rural hinterland. The Department operates 13 service centres in Timaru, Oamaru, Dunedin, Balclutha, Gore, Alexandra, Queenstown and Invercargill. These offices service more than 87,000 clients. The Southern region is host to seven distinct labour markets identified with these cities and towns.

Timaru services the southern end of the Canterbury Plains and the high country of the McKenzie Basin. While the economy of the area is largely reliant on primary production, Timaru boasts the second largest fishing port in New Zealand. The population of the area is approximately 45,000, of whom 20% are retired.

An hour to the south, North Otago is predominately a farming and pastoral district. Its main distribution centre is Oamaru. This area too has an aging population. Opportunities for economic growth lie in the eco-tourism industry and in natural history, such as with Blue Penguins.

The largest city in the region, and the main centre of the Otago province, is Dunedin. The University of Otago, located in Dunedin, attracts a large number of students from both within New Zealand and internationally. The education sector offers the largest employment opportunities. The area also has predominantly retail and manufacturing industries. Dunedin is the gateway to Central Otago and the Lakes District and, as a consequence, its tourism industry is growing.

New Zealand's second-ranked tourist destination is Central Otago and the Lakes District. Alexandra, Wanaka and Queenstown constitute the main centres. They offer holidaymakers both summer and winter activities. Seasonal and niche market opportunities are continually being developed. The rapidly growing wine industry is an example of the increasing economic opportunity.

The South Otago area is serviced from Balclutha. Employment in this region is focused on sheep and dairy farming, agriculture and forestry.



OUR REGION (cont)

Gore services the rural area of northern and eastern Southland. Southland's city of Invercargill services the lower reaches of rural Southland and Stewart Island. The general population decline in the area has prompted a rebuilding of the region's economic base. This has included land utilisation, tourism and education. In the last year, the Department has assisted with the funding of the Topoclimate/Crops for Southland project.

The region's economy

The Southern region's economy is dependent on agriculture, primary processing and tourism. This industry base has not seen large movement during the past five to 10 years. In Southland the agriculture, forestry and fishing industries employ 21% of the workforce. In Otago the main industries of retailing and manufacturing each employs 13% of the workforce, while the agriculture, forestry and fishing industries each employs 12%.

The agriculture, primary processing and tourism sectors have been badly affected by low commodity prices, the 1998 drought, and the Asian crisis. Agriculture, primary processing and tourism are expected to be boosted by the falling exchange rate and improving world market growth. It is expected that the southern economy will further recover during 2000.

Underpinning the recovery in the agriculture and primary processing industries has been the increase in sheep and beef prices during the 1999/2000 season. Tourism attracted 4.1% more Asian visitors for the year ended September 1999 than the previous year, and visitor arrivals from all countries rose 9% for the year to October 1999 compared with the previous 12 months. This has resulted in an increase in the number of job vacancies in the tourism and hospitality industry in the region.

Growth

The results of the Department's consultation process indicated that over the next 12 months the tourism and hospitality industry in the region will experience major growth, particularly in Queenstown and Dunedin, with spin-offs expected in the surrounding areas. These will include eco and adventure tourism.

The agriculture, forestry and fishing industries are also expected to show strong growth over the next 12 months. The conversion of land from sheep farming to dairying will continue with new irrigation schemes in place or planned, over the next three years.

South Canterbury and North Otago are expected to show growth in vegetable production and processing. Organic farming, while small at present, is growing strongly.

The Otago province is set to see substantial growth in the forestry industry with several forests maturing and coming on-stream for production in the short to medium term. Similarly, South Otago is expected to see growth in forestry and dairy farming.

Central Otago will have further growth in viticulture with large vineyard developments. Horticulture, with stone and pip fruit exports, in particular cherries, is expected to increase.

Southland's growth is anticipated mainly in dairy production. Growth is also expected to come from aquaculture and crop development.

As a result of the growth in tourism and hospitality, growth is expected to continue in the restaurant and café industry. This trend will include cyber (Internet) cafés and food courts.



OUR REGION (cont)

Growth is also expected to continue in the transport and storage industry across the region over the next five years. Invercargill and Dunedin should also realise growth in the education sector.

Population


The Southern region has a population of 338,931, with 86% of the total population being NZ Pakeha, 7.3% Maori, 1.2% Pacific Peoples, 2% Asian and 3.5% from other ethnic backgrounds.

The working age population (15-64 years) is projected to increase nationally from 2.44 million in 1996 to peak at 2.84 million in 2019, a growth of 400,000 or 16% over the 23-year period. In 1996 this group (15-64 years) comprised 66% of the Southern region’s workforce. This was also the national average.

It is predicted that by the year 2021, the total population of the Southern region will have decreased by 25,000 (or 7.5%).

THE REGION’S DEMOGRAPHICS

Age	Number	Percentage
Under 15	71,964	21%
15-30 years	76,101	23%
30-50 years	98,877	29%
50-65 years	47,010	14%
Over 65 years	44,979	13%
Total	338,931	100%


 OUR REGION (cont)
Our clients*Benefit details*

The total number of active clients in the region as at 30 June 2000 was 83,504. Active clients are those who receive a benefit or who are registered job seekers but not in receipt of a benefit.

Of the total number of active clients, 60% were in receipt of NZ Superannuation, Veterans Pension or the Transitional Retirement Benefit. The next largest client group is receiving the Community Wage (Job Seeker) totalling 19%. Domestic Purposes Benefit clients total 9% and those on the Invalids Benefit total 7%.

The Department paid over \$700 million to clients in the Southern region in the financial year to June 1999. This equates to about \$2 million per day, every day. The Department also paid \$24 million in the Accommodation Supplement across a range of benefit groups and \$2 million in the Special Needs Grant.

 DURATION OF REGISTERED UNEMPLOYED
 BY LABOUR MARKET CLUSTER

Cluster	Under 6 mths	6 mths-1 yr	1-2 yrs	2-4 yrs	> 4 yrs	Total	% of total
South Canterbury	971	580	675	563	160	2,949	15.5%
North Otago	611	216	226	173	30	1,256	6.6%
Central Otago	658	228	169	92	3	1,150	6.1%
Dunedin	2,438	1,601	1,492	1,142	350	7,023	37.0%
South Otago	260	103	88	66	27	544	2.9%
Rural Southland	342	101	109	54	6	612	3.2%
Invercargill	2,285	1,021	989	834	324	5,453	28.7%
Regional total	7,565	3,850	3,748	2,924	900	18,987	100.0%

Over 80% of the registered unemployed live in the Dunedin metropolitan area, Invercargill and South Canterbury.



OUR REGION (cont)

ETHNICITY OF REGISTERED UNEMPLOYED
BY LABOUR MARKET CLUSTER

Cluster	NZ Pakeha	Maori	Pacific Peoples	Other	Total	% of Maori
South Canterbury	2,608	257	22	62	2,949	8.7%
North Otago	1,139	88	6	23	1,256	7.0%
Central Otago	996	128	2	24	1,150	11.1%
Dunedin	5,817	634	177	395	7,023	9.0%
South Otago	441	93	6	4	544	17.1%
Rural Southland	503	104	1	4	612	17.0%
Invercargill	4,213	1,003	149	88	5,453	18.4%
Total	15,717	2,307	363	600	18,987	12.2%

The Southern region register has a significantly higher proportion of NZ Pakeha at 82.8% compared to 52.3% nationally. The other ethnic groups, particularly Maori, constitute a significantly smaller proportion of the Southern register at 17.2% for all three groups compared to 47.7% nationally.

This pattern reflects the general population statistics. The 1996 census identified 293,472 people in the Southern region as NZ Pakeha or 86.6% of the population. The Southern Maori population was 24,705 (or 7.3%) of the population. The Pacific Peoples population was 3,693 (or 1.1%) and other ethnic groups 7,116 (or 2.1%). 2.9% did not specify ethnicity.

The Maori ethnic group makes up a larger proportion of the unemployed register than does the general population, both regionally and nationally. For the Southern region, Maori comprise 7.3% of the general population and 12.2% of the register. Nationally, Maori comprise 14.5% of the general population and 30.1% of the register, which is more than double the general population percentage.

In terms of labour market clusters, Maori make up a higher percentage of the Invercargill, Rural Southland and South Otago unemployment registers compared to the rest of the Southern region.



OUR REGION (cont)

AGE OF REGISTERED UNEMPLOYED
BY LABOUR MARKET CLUSTER

Cluster	15-19 yrs	20-29 yrs	30-39 yrs	40-49 yrs	50-59 yrs	60+ yrs	Total
South Canterbury	317	760	692	659	484	37	2,949
North Otago	104	276	312	321	222	21	1,256
Central Otago	139	416	267	192	129	7	1,150
Dunedin	792	2,307	1,575	1,355	876	118	7,023
South Otago	53	148	144	134	58	7	544
Rural Southland	87	189	150	113	67	6	612
Invercargill	533	189	1,279	1,220	862	108	4,191
Total	2,025	4,285	4,419	3,994	2,698	304	17,725

The Southern region closely follows the national averages for all age groups except two. In the 30-39 years age group the Southern region has 23.2% compared to 25.7% nationally. This trend is reversed for the 50-59 years age group where the Southern region has 14.2% compared to 10.8% nationally.



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

Skill requirements

Regional overview

The Southern region’s consultation with employers identified several common skills and training requirements across the region. Skills and training requirements specific to each labour market cluster within the region were also identified.

The survey results indicated that employers in all parts of the region were looking for people with good life skills: common sense, using their initiative, good attitude, ability to read and write, good work ethic, timeliness, reliability, attention to detail, ability to work in a team, personal cleanliness, and honesty. Other skill requirements included computer and information technology skills, customer services, communication, telephone and sales skills.

Qualifications considered important were School Certificate, University Entrance and technical and trade qualifications. Higher qualifications such as degrees were required in information technology, commerce and education.

Employers considered that the Department could offer job seekers work-based training in certified areas (though not institution-based), and office and administration training.

Dunedin

Dunedin employers specifically identified the requirement for the following skills: trained machinist, money-handling, research, counselling, interviewing, and presentation skills. There were specific requests for qualifications in food hygiene, handling and safety certificates, Diploma in Rehabilitation and in aluminium welding. It was felt that skills training specific to Dunedin should be offered to job seekers in the glass industry, Kiwi Host, work ethics and confidence, welding courses and education on employers’ expectations.

Timaru

In Timaru specific skills identified were in stockmanship, fitness industry, conflict resolution, drivers licences, knife-handling and industrial sewing. There were specific requests for qualifications in Certificate in Retailing, Diploma of Sport and Recreation, and Bachelor of Education degree. Employers felt that the Department should be offering interview training to job seekers.

Oamaru

Oamaru employers identified specific skills in public relations, finance, knife-handling, chainsaw operation, and caring skills as necessary for job seekers. Qualifications specifically identified were Diploma in Teaching, security guard training, rest home care and heavy traffic licence. Building trade experience was specifically identified as an area where the Department should be offering skills training for job seekers in Oamaru.



OUR REGION (cont)

Queenstown

The Queenstown area is unique in that there are more jobs than people available. Areas outside of Queenstown need to be aware of the opportunities this provides them. This area is highly concentrated on the tourist and hospitality industry and accordingly the focus is on people who are highly motivated and honest. Specific skill requirements were identified in Japanese language, cash-handling, public relations, food presentation, leadership, and retail management. Qualifications sought by Queenstown employers are Kiwi Host, boat building and managers certificates. Skills and training the Department should offer job seekers are in the areas of deportment, grooming, speech and interviewing.

Invercargill

Employers in Invercargill specifically identified the ability to work unsupervised, commitment to ongoing training, courtesy and manners, using Eftpos, and cooking as skills required by job seekers. Qualifications required specifically by Invercargill employers were Kiwi Host, food hygiene and safety, drivers licence, real estate certificate and civil engineering certificates and degrees. Skills training the Department should offer job seekers are job search skills, work confidence, personal presentation, correct use of language, and driving skills.

Gore

Employers in Gore identified skills in stock management, pasture management and public relations. Qualifications required specifically by Gore employers were agriculture industry-based diplomas. Skills training the Department should offer job seekers were heavy traffic licence, forklift skills, health, diet and fitness skills.



OUR REGIONAL STRATEGIES

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

Regional flexibility is all about achieving better (qualitative) and more (quantitative) outcomes for our clients within the strategic goals of the Department. By devolving responsibility for this to the region, regional flexibility accords the opportunity for greater innovation in finding solutions to employment, employability, capacity-building, building inclusive communities and so on. It focuses on the development of local solutions to local issues and gives the region the opportunity to build a team focused on delivering outcomes.

The Southern region has been progressing a strategy since February 2000 of building strategic alliances with organisations in an effort to listen to and understand what it is that the community wants and then to change the way we operate to ensure that the communities' expectations are met. We have been creating solutions together – focusing on approach and ideals rather than on functionality. It is our vision to expand our joint activity with external agencies.

Our approach meets the Government's expectations of regional flexibility and operates to values that are in line with community expectations that involve engagement and partnership.

Key priorities for the 2000/2001 fiscal year

Our key priorities focus on three areas.

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



OBJECTIVES AND KEY TASKS

STRATEGIC OUTCOME 1

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

Ensure clients receive their correct benefit entitlement in a timely manner.

- Ensure an accurate assessment of benefit entitlements is completed at the initial meeting.
- Provide clients with information on the full range of additional assistance available on an ongoing basis.
- Undertake monitoring activities on a regular basis to ensure quality service is provided.
- Undertake exit interviews with clients moving into full-time work to ensure they are assessed and low-income earners receive their correct entitlements.
- Ensure reviews of decision which are benefit-related are dealt with in an appropriate and timely manner.
- Provide case management to all clients ensuring individual needs are assessed.
- Provide specialised assistance for NZ Superannuitants, those on the Invalids Benefit and other clients with special needs.

NZ Superannuitants

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

Maintain at least 80% level of client satisfaction.

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

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

- Recruit people with the right skills and attributes to meet the needs of our clients.
- Provide new Case Managers with five weeks intensive training on the programmes and services administered by the Department.
- Provide client service training to all frontline staff – interview skills, providing excellent client service and the correct identification of the needs and barriers of our clients.
- Provide refresher training to all frontline staff on benefits and programmes.
- 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 skills and knowledge to deliver a full range of services.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

Purchase appropriate and targeted activities to meet the needs of clients enabling them to access opportunities within the community and local labour market.

- Collect information on the labour market to analyse and determine trends.
- Respond to the changing needs of the labour market by purchasing training programmes which meet the identified labour market and client requirements.
- Develop and contract sector-specific training which is targeted at potential job growth areas.
- Contract out, or continue, placement programmes for clients to improve their employability, for example residential and motivational work confidence courses and job search seminars.
- Review contracted services through quarterly meetings of service providers to debrief and discuss issues.
- Purchase outcome based programmes to achieve job placements rather than contracting to fill seats.

Ensure clients are given the opportunity to participate in developmental activities.

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

Support all clients during and after course completion and ensure they move into further training and/or paid employment.

- Work collaboratively with local employers to identify and provide targeted training to meet specific industry needs.
- Establish effective relationships and liaison with training providers.
- Ensure participants receive a follow-up interview with Case Manager on completion of training.
- Actively profile and support participants to access suitable opportunities.
- Ensure post-course evaluations are completed by both providers and the clients who attended programmes.

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

- Identify labour market trends together with existing and future employment opportunities.
- Create a profile of economic growth sectors and their recruitment potential.



OBJECTIVES AND KEY TASKS (cont)

- Encourage Local Employment Co-ordination groups to develop ideas and devise short and long-term strategies, initiatives and projects to address unemployment.

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

- Provide individualised case management by Case Managers and Work Brokers that will enable clients to be actively and positively profiled as credible job applicants.
- Identify jointly with the client appropriate opportunities and activities by agreeing on development strategies.
- Ensure clients are aware of the Enterprise Allowance available to enable development of new businesses.
- Establish key support networks and systems for job seekers to assist in their continued job search.

Offer all clients placed into employment assistance to support them in employment.

- Ensure low-income earners are aware of income assistance available and receive full entitlement.
- Increase awareness of subsidies available to assist long-term unemployed clients into employment.
- Provide ongoing support to at-risk clients after placement into employment to encourage sustainability.
- Provide post-placement support to employers to ensure placement is appropriate and sustainable.

STRATEGIC OUTCOME 3

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

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

- Arrange regional hui to identify the key people/organisations the Department should be working with.
- Hold hui throughout the region to hear what iwi's expectations are of the Department, and for the Department to deliver our expectation to iwi. This will ensure solutions are developed with Maori to address Maori issues and promote the value of partnership and shared responsibility.
- Increase internal awareness of Maori and issues through total commitment to implementing agreed protocols and development of a structured training document for all staff on the delivery and ongoing development of kotahitanga.



O B J E C T I V E S A N D K E Y T A S K S (c o n t)

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

- Form effective alliances with key Maori organisations and community to seek opportunities and achieve positive outcomes for Maori clients.
- Monitor and enhance the quality of training and employment opportunities provided for Maori.
- Work with Skill New Zealand to purchase training for Maori clients to improve employment outcomes.
- Assist in developing initiatives which enable Maori to participate and contribute to social and economic development.
- Establish a Maori Local Employment Co-ordination group to develop and implement short and long-term strategies to enhance access to training and labour market opportunities.

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

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

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

- Ensure Maori clients are fully aware of all assistance available when moving into employment.
- Ensure that adequate support is provided to all Maori clients placed into employment.
- 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.
- Proactively profile and support suitable Maori clients into appropriate employment.
- Assist and support social, economic and community development by working in partnership with local iwi, community and key agencies.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 4

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

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

Pacific Peoples

- Form effective alliances with key agencies and community representing Pacific Peoples.

People with disabilities

- Develop a strategy in partnership with Workbridge to assist and support people with disabilities and special needs into relevant training and employment.
- Provide specialised case management for clients in receipt of the Invalids Benefit.
- Establish relationships with providers and agencies representing mutual clients in order to provide a co-ordinated approach to assisting people with disabilities.

NZ Superannuitants

- Facilitate meetings to provide relevant information to NZ Superannuitants.

Youth

- Support the development of inter-agency initiatives specifically for youth.
- Develop an information package for youth to ensure they are aware of all options available prior to leaving school.

Sole parents

- Provide specialised case management to sole parents through the Compass programme.
- Encourage participation in appropriate training and employment opportunities.
- Purchase relevant training opportunities specifically for sole parents.
- Ensure sole parents are fully aware of assistance available for childcare.
- Assist and support social, economic and community development by working in partnership with local iwi, community and key agencies.

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

- Meet with key business leaders, agencies, local iwi, community organisations and support groups to share information and seek opportunities for mutual clients.
- Work collaboratively with key business leaders, agencies, local iwi, community organisations and support groups in an inter-sectoral approach to developing solutions.
- Develop a CD-ROM of policy and legislation and distribute to interested Southern region advocacy groups in conjunction with operational policy.
- Update the regional database of community organisations, segment according to type of organisation and market to these groups promoting our clients.



O B J E C T I V E S A N D K E Y T A S K S (c o n t)

Develop initiatives that increase clients' access to labour market opportunities using an inter-sectoral approach.

- Facilitate and participate in forums, both internally and externally, to identify and develop solutions, strategies, new projects and initiatives for all clients and in particular priority client groups.
- Support and participate in the Strengthening Families programme through inter-agency collaboration and management of at-risk families.
- Establish a joint venture working group to identify the economic strengths of the region, determine the broad growth areas, and quantify potential in economic terms. These groups could include the Regional Development Council, local councils, iwi economic development groups, chambers of commerce, employer associations and others.
- Establish a database of small to medium businesses identifying their staff turnover, number of employees, and their industry/market segment.
- Establish a forum with identified businesses to understand the growth opportunities and the benefit of growth to the wider community.
- Position unemployment and economic development as community issues. Utilise the public speaking circuit to raise community awareness, for example Lions, Rotary and Plunket. Exploit community television/local radio/urban newspapers.

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

- Establish and maintain existing information-sharing forums with key community groups.
- Establish a process for full participation at meetings and ensure that agreed recommendations are actioned in a timely manner.



ACHIEVING OUR KEY TASKS

Increasing the movement of job seekers into employment

'Moving South' taskforces will be dedicated to getting the south moving, by leading and motivating the community to develop employment opportunities and so engender life and excitement into their community. The Moving South forum will also provide the opportunity for the sharing of economic development ideas and opportunities across the Southern region.

The concept is based around a successful formula developed in the North Otago region centred on Oamaru. North Otago will be a demonstration region and its ideas will slowly move south across the Southern region.

The Moving South taskforces will be contracted to deliver specific employment outcomes, for instance

- the creation of four new business ventures within the term of the contract (12 months)
- the establishment of, for example, 20 employment opportunities within these four businesses.

The Southern region has seven labour markets that are quite distinct and tend to have communities of interest solely with the nominated population centre, for example North Otago based around Oamaru. The Southern region's approach to these is to acknowledge their individuality and the speciality that their labour market offers. Clearly these are local solutions to local issues.

The Regional Commissioner is establishing strategic relationships or partnerships with the mayors/local bodies associated with each of the seven labour markets. Shared goals are identified and strategies developed to achieve these goals.

A typical relationship might be the Southern region and the Dunedin City Council (DCC) agreeing that they will work to achieve the outcomes of the Mayor's Taskforce on youth employment, namely

- that by 2005, no young person under 25 years will be out of work or training in our communities
- that by 2009, all people in our communities will have the opportunity to be in work or training.

The region commits to making available to the partnership information from its register such as unemployment bands and placements, and will report monthly trends to the partnership. The Department will also share its knowledge of the dynamics and behaviours of the local labour market. The partnership will then debate and agree on strategies to achieve the shared goals. The Department's Southern region will make its resources available to community solutions and so share the risk.

Moving South taskforces will be concerned with

- educating the community on the future nature of work (the knowledge economy)
- educating the community that employment is a community issue
- gaining recognition from the community to this effect
- seeking employment solutions and opportunities from the community
 - identifying economic development opportunities within the local labour market
 - identifying business performers within the local labour market
 - matching business performers to identified economic opportunities
 - identifying the risk.



ACHIEVING OUR KEY TASKS (cont)

The region has funding for seven Moving South taskforces. In the first instance, these will be established in Timaru, Oamaru, Dunedin, Balclutha, Invercargill and Alexandra replacing the former Local Employment Co-ordination groups. Given the buoyancy of the tourism labour market in Queenstown, a Moving South taskforce will not be established in Queenstown. It is expected that Gore will operate a modified version of the model. Maori will be represented on each taskforce in each labour market.

There will be a seventh Moving South taskforce made up of the Maori representation on each of the other six taskforces. This group will be dedicated to addressing and co-ordinating Maori employment opportunities across the Southern region. It will draw representation from the geographical distribution of Maori.

Strengthening partnerships with Maori

A Maori staff member has been seconded to the position of Maori Advisor working directly with the Regional Commissioner. This role will consult widely with Maori and will assist the Regional Commissioner in connecting with Maori and consulting on Southern's Maori strategy.

The Southern whanau of the Department's Southern region Maori staff will be established and consulted on all Maori issues. Three key workers will consult with Ngai Tahu, Mata Waaka and others. These groupings will address Southern's extension opportunities to Maori.

Maximising relationships with communities through inter-sectoral and community partnerships

The Southern region has established a key account or portfolio management function to manage collaborative relationships and other special projects and initiatives. Typical portfolios include

- managing our relationship with the Health Funding Authority to progress a number of projects of mutual interest
- introducing a new initiative aimed at getting clients with tertiary degrees into work
- focusing on employment opportunities for artistic clients
- bringing innovation to the mature employment scene
- developing strategies for Pacific Peoples.

Summary

The Southern region will continue to embrace the challenges ahead. We look forward to expanding collaborative relationships and partnerships within our community and creating new opportunities and local solutions.



OUR COMMUNITY COMMITMENT

Programme	Forecasted new starts	Budget
Job Plus	1,836	\$4,310,634
Job Plus Training	34	\$66,690
Job Plus Maori Assets	34	\$66,690
Enterprise Allowance	306	\$945,267
Business Training and Advice Grant	240	\$120,000
Taskforce Green	433	\$844,742
Job Connection	182	\$355,681
Community Work	1,900	\$517,838
Work Start	1,100	\$170,147
TOTAL	6,065	\$7,397,689

Programme	Forecasted new starts	Budget
Job search	240	\$349,798
Information services	726	\$258,546
Work confidence	950	\$547,510
Work skills	120	\$121,669
Innovation	50	\$243,338
TOTAL	2,086	\$1,520,861



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

Office of Bill English
Office of Mark Peck
Dunedin City Council
Waitaki District Council
Mayor of Alexandra Bill McTosh, Central Otago
Regional Council
Office of David Benson-Pope
Southern Health
Southern Health Social Work Service
NZCCS Waitaki
Corpac Trust
Salvation Army Social Service Centre
Gore Training Centre
ACC
Waimate Asthma Support Group
Community Mental Health
Waitaki Training
University of Otago
Queenstown Community Mental Health
North Community Mental Health
Dunedin Small Business Enterprise Centre
Epilepsy NZ Otago Branch
Age Concern Otago
Cargill Enterprises
Dunedin Citizens Advice Bureau
Children's Outpatients Dunedin Hospital
Student Job Search Otago Inc
Approach Employment & Training
Southern Institute of Technology, Gore
Hokanui Runanga Inc Society
Grey Power Central Otago
Southland Beneficiaries & Community Rights
Centre Inc
Multiple Sclerosis Society Southland
Invercargill Districts Victim Support Group
Southland Division of Arthritis Foundation
Jubilee Budget Advisory Service
Disabilities Resources Centre
Oamaru Salvation Army
PACT

IHC North Otago
Aorangi Academy
Te Whare Mahana Marae
Ivan Criglington
The PACT Group
Tokomairiro Training
Cromwell Resource Centre
Clutha Budget Advisory Service
Central Otago REAP
Inland Revenue
NZCCS Southland
Southland Mature Employment Service
Specialist Education Services
Citizens Advice Bureau North Otago
Dunedin Methodist Mission
Gore Women's Refuge
Royal NZ Foundation for the Blind
Waitaki Development Board
Sport Works South Canterbury
Clutha District Chamber of Commerce
Clutha Resource Centre
Oamaru Intermediate School
Whitestone Roding
Oamaru Licensing Trust
Kakanui School
Knox Dairy
The Cottage Bakery
Taieri High School
Arthur Ellis
Community Trust Sports Centre
A V Martyn & Co (1968) Ltd
Briscoes Timaru
PC Plus
Grantlea School
Te Aitarakahi Te Kohanga Reo
Alliance Pukeuri
Securitas
ICONEX
Waitaki Leathers
Dooleys Masonry



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

Oamaru South School	Disabilities Information Service
P & O Crothalls	North Otago Budget Advisory Service
Bin Inn	Central Otago Budgeting
Alpine Trust	Tuatapere Community Workers Support
St Kevin's College	Aoraki Development Trust
Computerland Supplyline	Catholic Social Services
Local Employment Co-ordination	Pregnancy Counselling Service
Southland Glass	Waimate District Resource Trust
Fulton Hogan	North Otago Cancer Society Volunteer Support
Southland Veneers	Telford Rural Polytechnic
Pak 'n Save	Clutha Agricultural Development Board
Singleton Signs	Western Southland Budget Advice
McKinlays Footwear	Eastern Southland Plunket
Bank of New Zealand	Workbridge
Celicia Motors	Pacific Island Advisory & Cultural Trust
Ngahere Sawmill	Dunedin Council of Social Services
Craig & Co	Invercargill Districts Citizens Advice Bureau
Phil & Jane Corlett	Northern Southland Senior Citizens
Peter Owens	Otago Polytechnic Oamaru campus
Office of Gavan Herlihy	Dunedin Budget Advisory Service
Waimate District Council	Health Care Otago Ltd
Timaru District Council	Schizophrenia Fellowship
Southland District Council	Central Otago Family Support
Mayor of Queenstown Warren Cooper	Oamaru Tough Love
Lakes District Council	Central Otago LEC
Gore District Council	Salvation Army Employment Plus
Fairlie Resources Centre	Age Concern Southland
Fiordland Employment & Enterprise Development	Otago Employment Trust
Age Concern Waitaki	Te Puni Kokiri Service
Child, Youth and Family	NZ Police
Invercargill Budget Advisory Service	Epilepsy NZ Southland Branch
Golden Age Club Te Anau	Head Injury Society of Southland
Housing New Zealand	Presbyterian Support
Counselling & Therapy Centre	Relationship Services North Otago
Upper Clutha Resource Centre	Anglican Methodist Family Care
Twizel Community Care Trust	Epilepsy Association of New Zealand, South



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

Canterbury

Centre Care
Advisory Support Centre Otago
Hyndman's Publishing
New Cranston Rest Home
Southland Chamber of Commerce
Gardens New World
PPCS Ltd
Business Grow
Weston School
St Joseph's School
Willetts Furniture Company
Southanjer Rest Home
KFC
Oamaru North School
Farmers Trading
Martin Wakefield & Co
Waimate Resource Centre
Call a Cab
Timaru Motors Ltd
Summit Wool Spinners
Nestle
Vision Manufacturing
Te Mahi O Waitaki Trust
Crops for Southland
Criterion Club Hotel
Mastertrade (Alexandra)
New World (Alexandra)
The Warehouse (Alexandra)
Bonnie & Clyde
Freddy's
Queenstown Lakes District Chamber of Commerce
Dan Cosgrove Ltd
Hilton Haulage
Dunedin Community Care Trust
Caltex Savoy
H & J Smith
Cowell's Pavlovas
Fairies Wizards and Gifts
Pen Plus NZ Ltd

Topoclimate South
Nicky Boyce Contracting
Liquorland, Gore
Clutterbuck's Lucky Lotto



Work and Income NZ
Te Hiranga Tangata