



Work and Income NZ
Te Hiranga Tangata

... Regional Plan for

Waikato

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..... | E I G H T E E N |
| Our community commitment..... | N I N E T E E N |
| Consultation..... | T W E N T Y |



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

The year July 1999 to June 2000 has now passed. This year of operation involved refining our basic operations and trialing new approaches, which can be built upon in subsequent years.

At an operational level our attention was focused on lifting performance with respect to both the number of opportunities available to people and the quality of the service we provided. This has involved an incredible amount of new learning for our 234 staff. A great deal of this learning has been to ensure that our people are knowledgeable about the extensive number of programmes and services the organisation has available to it as a consequence of bringing together income support, employment services and community development.

During a year in which our clients, communities and the Government have clearly articulated their expectations of us, I would like to acknowledge the commitment and professionalism shown by our people as they continue to respond positively to the challenge.

Through all this we have delivered a service characterised by improving performance, responding to clients' different needs and establishing relationships with other organisations, which enabled us to be innovative. These initiatives include the following.

- \$724 million has been paid to people as income support. An additional \$79 million has been paid in supplementary support.
- 7,329 people have participated in training, work experience and community work.
- 4,273 people have been placed in work.
- We trialed, in conjunction with Ngati Maru, an intensive case management approach which trained, found employment and provided post-placement support for long-term unemployed Maori in the Hauraki.
- We established specialist services to meet the unique needs of new immigrant clients and people with disabilities who are receiving Invalids Benefit.
- We negotiated alliance agreements with the University of Waikato, Workbridge and Skill New Zealand, each of which will provide a platform for innovative projects that will occur in the coming year.
- We developed a rural strategy, which aligns Community Employment and local service delivery to respond to the opportunities and challenges for employment in rural areas and small towns, where over half of our population lives.
- We significantly increased access to training and other developmental opportunities for youth in our region.



REGIONAL COMMISSIONER'S REPORT (cont)

In the coming year two things have influenced our priorities. Firstly the Government desires that we address both the income and employment needs in our communities through strong collaborative relationships with other organisations. This is an approach that we began in the Waikato some time ago and is an emphasis which we are determined to expand on. A significant number of our regional strategies are founded on the premise that explicit collaboration is our best chance of meeting our challenges.

Secondly, our experience over the last 18 months has resulted in us taking a strategic approach based upon the lessons we have learned.

- Increased focus upon the quality of our service. The emphasis will be to ensure that the service we provide is of a consistently high standard and is responsive to the unique needs of people who use our service whether it be a client, an employer or another organisation.
- More effective use of our financial resources.
- A focus upon stable employment opportunities through more effective organisation of our work brokerage function and the introduction of in-work support.
- Increased attention to the needs of the long-term unemployed through the roll-out of intensive case management, in particular for Maori.

The foundation we have created over the last 18 months now provides us with an opportunity to consolidate and improve our basic service and to expand on innovative approaches, which will occur in conjunction with other organisations in our communities. I look forward to a year of progress directed at better social and work outcomes for the people of the Waikato region.

As we move forward, three activities deserve mention – Unitrack, intensive case management and Te Rapu Matauranga secondment.

Unitrack is a week-long programme that will run at a departmental Work Track site and at Waikato University. The purpose of the programme will be to prevent students who have graduated with degrees from going onto a benefit.

Intensive case management will also be a key feature of our work in the region. In Hauraki the Department will be supporting rurally isolated long-term unemployed Maori into employment and in Hamilton intensive case management will support urban long-term unemployed Maori into employment.

Our Te Rapu Matauranga Secondment involves seconding a Case Manager to this Maori training organisation to support Maori receiving training in the Maori training provider network, to maximise opportunities and to refer to other Maori service organisations where there are social and health obstacles to employment.

Our relationships and partnerships will be strengthened in the coming year and by working together we can achieve social and economic participation within our community.

KATRINA INGS
Regional Commissioner
 Waikato



OUR REGION



Labour market

The Waikato region is strategically located, encompassing much of the centre of the North Island. It lies between the two fastest growing regions in New Zealand – Auckland and Tauranga. Hamilton is a major rail hub for the North Island partly because of goods access to the country’s two main ports, Tauranga and Auckland.

The region consists of four sub-regions: Hamilton City, Huntly/Ngaruawahia, Rural and Hauraki. The existence of this economic diversity within the Department of Work and Income Waikato region is significant. It is essential that our employment strategies incorporate and respond to each sub-region’s requirements. The following is a breakdown of the four sub-regions.

Hamilton City

Hamilton City is the fifth largest city in New Zealand, with a population of 117,100 as of June 1999. The City contains five Department of Work and Income service centres: Dinsdale, Five Cross Roads, Hamilton East, Central City and Glenview. The City’s retail area is affected strongly by movements in the agricultural sector, with many people from outlying areas coming into the city for basic services difficult to obtain locally. Hamilton continues to provide a base for various regional public sector organisations and a growing number of educational institutions including the University of Waikato, the Waikato Polytechnic and Te Wananga O Aotearoa. Manufacturing is prevalent in Waikato, but it is concentrated around primary production rather than high-growth sectors such as electrical equipment and electronics.

Hauraki

Hauraki sub-region consists of Thames/Coromandel, Waihi and Paeroa service centres. This area contains over 25,000 hectares of juvenile to mature forest, and 46 marine farms. While dairy, gold and manufacturing are thought to be in decline, tourism continues to be the backbone of the area (\$240 million per annum). The work in this area generally tends to be more seasonal than long-term. There are difficulties with rural isolation as key townships in the Hauraki region are geographically isolated from Auckland, Tauranga and Hamilton.



OUR REGION (cont)

Rural Waikato

The Rural Waikato sub-region includes Te Awamutu, Cambridge, Matamata and Morrinsville service centres. The rural sector is the backbone of the Waikato economy with agriculture, horticulture, equine industry, dairy factories, and a prison providing opportunities for rural and city businesses. The rural sector has the ability to provide year round seasonal work. However, many of these sectors are experiencing difficulty recruiting employees due to distance and transport problems. Commuting from main townships to Hamilton, which is within reasonable distance, disadvantages local small business owners who are competing with large retailers and producers in Hamilton.

There are, within this sub-region, pockets of rurally isolated settlements, which have been devastated by structural change. For example, the settlement of Waharoa was hard hit in 1992 when the dairy company closed causing severe job losses. This limited job opportunities in the area, where people were already restricted by being situated in an isolated rural area, with no transport and lack of ongoing work. The people in rural areas range from farm labourers, fruit pickers and packers, and stable-hand workers, to prosperous horse stud breeders and multi-generational farm owners.

Huntly/Ngaruawahia

This region is the home of the Maori Queen, Dame Te Atairangikaahu, and is the heart of Tainui. The sub-region's labour market and micro-economy were affected severely in 1998 with widespread redundancies at the Huntly Power Station and again in 1999 with redundancies at Solid Energy. Jobs in the area are predominantly casual and part-time and are in the lower wage bracket. There has been little growth in the labour market. Ngaruawahia is fortunate in that it is in close proximity to Hamilton for job seekers to commute.

Summary of the Waikato labour market

Despite the apparent dominance of farming in the region's economy, Waikato has a reasonably broad spread of manufacturing and service businesses. The region produces most of the electricity generated in the North Island and is host to a university and a sophisticated animal research and breeding facility. With an improving regional economy, it is expected that employment in the Waikato region will increase and that the unemployment rate will fall further. Business employment intentions are positive with strong job growth predicted relative to the national average. A rising participation rate is likely to constrain any fall in the unemployment rate during the first half of 2000.

A Waikato Chamber of Commerce business census released in May 2000 states that 63% of employers surveyed reported a level of confidence ranging from good to high. The following highlights key points from the survey.

- Almost 60% of Waikato's manufacturers will create more new jobs.
- Strong job growth is expected from the professional sector with 55% of the respondents expecting to increase employee numbers.
- 53% of employers in the retail sector indicated a need for more staff.
- With almost 50% of Chamber members responding to the business census, around 300 new jobs will be created by those companies surveyed.



OUR REGION (cont)

The Waikato regional economy is more dependent on agriculture and primary processing than many other regions, being the biggest single sector employer in the region and accounting for nearly 20% of all employment. Agriculture and primary processing are expected to be boosted by the low exchange rate and improving world growth. The future for dairying is as bright as for any of the pastoral industries in New Zealand.

The agriculture and primary processing sectors have had below average performances over the past year, but are expected to improve over the next year through several factors, such as exceptional growing conditions, a stable European milk quota and an increased payout to dairy farmers. There are a large number of related industries that have been attracted to the region as a result of the size and success of dairying – milk processing, transport,

fertiliser manufacturers, dairy farm equipment suppliers and processing equipment manufacturers.

There are also a number of service activities that have grown up around the dairy industry in the Waikato – dairy research and herd improvement organisations and the annual national agricultural field days at Mystery Creek.

The forest industry in the region is based around large-scale forests and a processing plant owned predominantly by Carter Holt Harvey. There are opportunities for smaller businesses to become involved through outsourcing a wide range of activities from Carter Holt Harvey. This could see opportunities for the Department’s job seekers.

The following table shows Waikato industry composition (percentage of workforce) within the Department’s Waikato region.

| Industry | Waikato (%) | NZ Average (%) |
|---------------------------------------|-------------|----------------|
| Agriculture/Forestry/Fishing | 16.1 | 9.2 |
| Mining | 0.5 | 0.3 |
| Manufacturing | 12.5 | 14.3 |
| Electricity/Gas/Water supply | 0.7 | 0.5 |
| Construction | 5.7 | 5.8 |
| Wholesale trade | 4.5 | 5.8 |
| Retail trade | 12.2 | 12.3 |
| Accommodation/Cafés/Restaurants | 3.6 | 4.3 |
| Transport and storage | 2.8 | 3.8 |
| Communication services | 1.2 | 1.5 |
| Finance and insurance | 2.4 | 3.2 |
| Property and business services | 8.5 | 9.9 |
| Government administration and defence | 3.2 | 4.1 |
| Education | 6.8 | 6.4 |
| Health and community services | 7.3 | 6.6 |
| Cultural and recreational | 1.7 | 2.1 |
| Personal and other services | 3.6 | 3.8 |

Source - Statistics New Zealand, 1996.



OUR REGION (cont)

Overview of the population in the Waikato region

The diversity of the region means that the population consists of many cultures, skill levels and qualifications, which all contribute to the Waikato's economic microclimate. The following table gives an overview of the qualifications held by people within the Waikato region.

WAIKATO POPULATION BY QUALIFICATION

| Higher degree | University | Skilled vocational | Basic or secondary school | Other | None | Unknown | Total |
|---------------|------------|--------------------|---------------------------|-------|--------|---------|----------------|
| 4,662 | 26,019 | 12,459 | 56,565 | 3,123 | 68,679 | 28,587 | 200,094 |

Over half the population have little or no formal qualifications, however, this could reflect the strong agricultural background, which historically required few educational qualifications.

In Hauraki the population has grown by 10.1% from 1991 to 1996. This is due to the increasing numbers of people retiring in the area. The eastern side, consisting of Whitianga, Whangamata, Tairua and Pauanui, has experienced higher growth levels than Waihi and Paeroa. There also seems to be a growing presence of iwi in both political and economic participation within the Hauraki region. Over 44% of people seeking employment are Maori.

In Hamilton City over 60% of people registered with the Department are from different cultural ethnicities (other than Maori). The city receives the majority of new migrants into the Waikato. The outlying centres, in particular Huntly and Ngaruawahia, have a higher proportion of Maori receiving assistance than any other centre.



OUR REGION (cont)

Our clients

As of 30 June 2000, 66,594 people were receiving assistance from the Department of Work and Income in the Waikato. The following is a breakdown of clients by assistance type and age.

| Assistance type | Numbers |
|--|---------|
| Community Wage | 14,632 |
| NZ Superannuation/ Veterans Pension/ Transitional Retirement Benefit | 35,505 |
| Domestic Purposes Benefit | 8,933 |
| Job Search Allowance/ Independent Youth Benefit | 444 |
| Emergency Benefit | 295 |
| Non-benefit supplementary assistance | 1,752 |
| Invalids Benefit | 4,510 |
| Other | 523 |

| Age | Numbers |
|---------------|---------|
| 15-19 years | 2,541 |
| 20-24 years | 4,897 |
| 25-59 years | 22,871 |
| 60 years plus | 36,285 |

There are a growing number of generational beneficiaries in the Huntly/Ngaruawahia sub-region. The area has recently experienced a shift of the Department's clients moving from larger centres such as Auckland, to cheaper accommodation. This sub-region is unique due to the high population of Maori in comparison to the rest of the Waikato region. In Huntly, Maori make up 63% of people in receipt of Community Wage, with 65% in Ngaruawahia.

←

OUR REGION (cont)

Job seekers

The following table shows clients by age and duration who are currently registered as looking for work in the Waikato region.

REGISTERED UNEMPLOYED – DURATION BY AGE GROUP

| Duration bands | 15-17 | 18-19 | 20-24 | 25-29 | 30-39 | 40-49 | 50-54 | 55-59 | 60+ | TOTAL |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|---------------|
| Under 26 weeks | 221 | 728 | 995 | 759 | 1,332 | 854 | 258 | 188 | 85 | 5,420 |
| 26-51 weeks | 74 | 414 | 604 | 501 | 1,015 | 695 | 184 | 134 | 48 | 3,669 |
| 52-103 weeks | 24 | 350 | 683 | 517 | 1,014 | 748 | 287 | 142 | 70 | 3,835 |
| 104-207 weeks | | 56 | 627 | 391 | 591 | 602 | 264 | 103 | 14 | 2,648 |
| 208+ weeks | | | 50 | 121 | 194 | 205 | 89 | 25 | 1 | 685 |
| TOTAL | 319 | 1,548 | 2,959 | 2,289 | 4,146 | 3,104 | 1,082 | 592 | 218 | 16,257 |

The key area to note is the high percentage of youth seeking employment and their accumulating duration. The Waikato region has experienced an increase in youth applying for assistance, in particular for the Independent Youth Benefit. There is a growing concern that 733 youth aged 15 to 24 have been registered as job seekers with the Department for two years or more.



OUR REGION (cont)

Developing the labour market

There are disparities between the workforce composition of the region's industry make-up, and the composition of vacancies that the Waikato region receives and fills. Furthermore, there are clearly distinctive needs in sub-regions' labour market requirements.

Overall, employers have indicated a need for more skilled people and suggest the Department promotes work-based training or work experience. Employers have also indicated a need for the Department to provide a stable and qualified workforce. Some employers believe job seekers need more hands-on experience, while others have indicated a need for more qualifications and training.

Consultation with rural communities has indicated that the Department needs to be more involved with community projects, including supporting small enterprises, developing partnerships within community networks and developing projects with iwi.

Implications for the Department

Strategies in the Waikato region will aim to improve the quality of life and capacity for people by providing a more responsive assistance to work and social needs.

This means a priority on

- strengthening inter-departmental and community relationships to develop youth, Maori and rural people through supportive assistance and alliances
- developing people with industry-based skills and addressing this through initiating industry-based agreements and industry-driven training
- implementing strategies that will contribute to address the disparities between Maori and non-Maori
- implementing alliance agreements with industries to ensure the Department's resources meet the needs of clients and employers.



OUR REGION (cont)

Hamilton City

A priority is to co-ordinate strategic planning with key industries to ensure training offered is responsive to employer and industry developments. There is also a need to streamline vacancy management in the city area.

Hauraki

There is a need to take advantage of the growth within the provincial areas and to provide support with transport costs to employment, training and education for our isolated clients. There is an opportunity to extend intensive case management for Maori in the area and to provide co-ordination of seasonal employment opportunities.

Rural Waikato

The Department has identified the need to co-ordinate liaison between seasonal horticulture industries to ensure our clients have access to these opportunities. The Department also needs to support people who travel extensively to access work and training opportunities.

Huntly/Ngaruawahia

The Department has the opportunity to form close networks with youth and Maori community groups. Additional resources need to be allocated to this area recognising collaborative agency programmes which address long-term unemployment and generational benefit dependency. The Department also needs to provide more opportunities for people to participate in community economic development, social participation and training.



OUR REGIONAL STRATEGIES

Key priorities for the 2000/2001 fiscal year

In Waikato we will continue to focus on the quality of our service. The emphasis will be to continue to ensure that the service we provide is of a consistently high standard and is responsive to the unique needs of people who use our service whether it be a client, an employer or another organisation.

We will continue to make effective use of our financial resources, which include supportive funding of Skill New Zealand training programmes and therefore the reduction of duplication in purchasing, and reduction of eligibility obstacles to TOPS programmes.

We will be clearly differentiating the programmes we buy between those with an employment outcome, and those with a social participation, or people-building, purpose.

We will continue to focus upon maximising employment opportunities for clients through more effective organisation of our work brokerage function and the introduction of in-work support, and increasing attention to the needs of the long-term unemployed through the roll-out of intensive case management, in particular for Maori.



OBJECTIVES AND KEY TASKS

STRATEGIC OUTCOME 1

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

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

- Ensure an accurate assessment of benefit entitlements is completed at the initial meeting.
- Provide clients with information on the full range of additional assistance available on an ongoing basis.
- Undertake monitoring activities on a regular basis to ensure quality service is provided.
- Undertake exit interviews with clients moving into full-time work to ensure they are assessed and low-income earners receive full information on assistance available.
- Ensure reviews of decisions which are benefit-related are dealt with in an appropriate and timely manner.

Maintain at least 80% level of 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.
- Provide individualised and personalised service to clients through case management.

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.



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 local labour market to obtain appropriate opportunities to meet client needs through partnerships and joint initiatives.

- Provide a responsive brokerage service to employers by identifying labour market trends.
- Respond to the changing needs of the labour market by purchasing training programmes which meet the identified labour market and client requirements.
- Liaise with employer networks to identify and develop industry-specific employment initiatives.

Purchase appropriate and targeted developmental activities within the community and local labour market to provide development opportunities for clients.

- Develop and contract sector-specific training which is targeted at potential job growth areas.
- Increase job seekers' access to the labour market and further training opportunities by purchasing core generic competency programmes.
- Provide access to TOPS, and other courses for people who do not fit the TOPS criteria, by purchasing relevant and appropriate training.
- Regularly monitor and evaluate all training purchased to ensure it meets the needs of our clients.
- Deliver targeted prevention and intervention programmes to provide job search skills to enhance the ability of clients to obtain sustainable employment.

Actively support 2,220 clients to participate in developmental and social participation activities.

- Use up to 25% of the contracted services budget to purchase a range of social participation programmes.
- Provide clients with individualised case management and promote the advantages of training available.
- Actively encourage job seekers to attend relevant training programmes by promoting the benefits available to enhance their employment potential.
- Provide follow-up support on completion of training to identify the next step for development.
- Support clients to access developmental activities by a provision of additional travel assistance for people participating in training and work-based activities.

Maximise labour market opportunities through effective use of resources and work brokerage operations to provide clients with increased opportunities in sustainable employment.

- Assist long-term unemployed clients into employment by increased utilisation of Job Plus and Job Plus Training.
- Actively profile and support participants to access suitable opportunities.
- Establish industry-specific joint ventures in partnership with Skill New Zealand, Community Employment, and potential employers targeted at growth areas in the local labour market.
- Complete exit interviews and offer post-placement support to all clients placed into work to ensure a higher retention of clients in employment.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 3

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

Establish effective links with key Maori organisations and community groups to develop initiatives and solutions.

- Enhance relationships with key Maori organisations and community groups by establishing a strategic relationship position in the Department's Waikato regional office.
- Implement a collaborative approach to long-term unemployed with Te Puni Kokiri, Community Employment and Skill New Zealand.
- Support development of Maori training and mentoring organisations in conjunction with Community Employment and Te Puni Kokiri.
- Consult with iwi and other Maori organisations to collaboratively develop strategies which will assist Maori into employment and other activities.
- Facilitate regular hui (internally and externally) to collaboratively develop strategies which will assist Maori into employment and other activities.

Provide 1,780 Maori clients with opportunities to participate in developmental activities, by delivering a constructive and appropriate service to meet their specific needs.

- Trial the secondment of a Case Manager to Te Rapu Matauranga to facilitate access to Maori support and training agencies.
- Ensure Maori clients receive full and correct benefit information at the initial interview and on an ongoing basis.
- Trial a whanau concept of case management in one Waikato site.
- Target programmes and purchasing for Maori development.

Support 650 Maori clients to access appropriate and sustainable employment opportunities.

- Ensure Maori clients completing developmental activities are actively case managed and supported to achieve employment.
- Proactively profile and support Maori clients into appropriate employment.
- Ensure Maori clients are fully aware of all assistance available when moving into employment.
- Increase the proportion of the contracted services budget for Maori development and monitor outcomes achieved on a monthly basis.
- Ensure the appropriate support is provided to Maori clients placed into employment.



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

- Establish local relationships with key business leaders, local iwi and community organisations to adopt an integrated approach to community solutions.
- Maintain existing networks both internally and externally and ensure advice and information on the full range of services available from the Department of Work and Income is provided to all groups.
- Implement the region's partnership and relationship agreements and alliances with local authority, Government, and key community organisations.

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

- Support and participate in the Strengthening Families programme through inter-agency collaboration and management of at-risk families.
- Ensure regular contact is maintained with local community social service agencies.

Pacific Peoples

- Form effective relationships with key agencies and community groups representing Pacific Peoples in the Hamilton City area.

Youth

- Support youth to achieve independence through the Contact Youth programme (specific training purchased to provide training towards employment) in 12 communities across the region.
- Purchase youth co-ordination and liaison services to better utilise the range of programmes and activities available.
- Develop a 'youth culture' project to provide mentoring and support for youth.

Migrants

- Provide inter-agency liaison through a co-ordinated service approach across the metro centres.
- Provide specialist case management services and support for recent immigrants.
- Ensure professional service through provision of interpreter services.

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.



OBJECTIVES AND KEY TASKS (cont)

People with disabilities

- Implement the alliance agreement between the Department and Workbridge to assist and support people into relevant training and employment.
- Ensure people with disabilities and special needs receive specialised assistance to support their move towards independence.
- Extend the Reach programme (specialised work planning and case management for clients in receipt of the Invalids Benefit) throughout the Waikato to assist with movement into employment if applicable.

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 such as advocacy, refugee and migrants.
- Ensure regional management and Service Centre Manager representation at key advocacy meetings.
- Establish a process for full participation at meetings and ensure that agreed recommendations are actioned in a timely manner.



ACHIEVING OUR KEY TASKS

In the Waikato region we will achieve our objectives by working in partnership with community, industry and other agencies such as Community Employment, with whom we are developing a rural strategy that will support economic development in rural areas.

We will establish a Labour Market Unit in Hamilton to

- ensure opportunities for employment are maximised
- negotiate and co-ordinate larger scale employer and industry agreements
- ensure consistent work brokerage practice standards are in place.

We will purchase intensive case management support for rural and disadvantaged Maori clients. This service was initiated in Hauraki and delivered by Ngati Maru in 1999. Outcomes to date are 69% of participants have been placed in employment and 21% have gone into further training. These outcomes show that iwi and the Department mobilising resources in support of individual clients can be more effective than general case management particularly for long-term unemployed Maori.



OUR COMMUNITY COMMITMENT

| Programme | Forecasted new starts | Budget |
|------------------------------------|-----------------------|--------------------|
| Job Plus | 921 | \$2,763,500 |
| Job Plus Training | 126 | \$126,013 |
| Job Plus Maori Assets | 37 | \$312,640 |
| Enterprise Allowance | 60 | \$434,162 |
| Business Training and Advice Grant | 199 | \$20,965 |
| Taskforce Green | 166 | \$636,864 |
| Job Connection | 100 | \$855,912 |
| Community Work | 697 | \$367,164 |
| Work Start | 1,710 | \$305,836 |
| TOTAL | 4,016 | \$5,823,056 |

| Programme | Forecasted new starts | Budget |
|----------------------|-----------------------|---------------------|
| Job search | 254 | \$88,966 |
| Information services | 1,150 | \$260,100 |
| Work confidence | 645 | \$616,322 |
| Work skills | 289 | \$260,332 |
| Innovation | 76 | \$279,798 |
| TOTAL | 2,414 | \$ 1,505,518 |



CONSULTATION

Local authorities

Hamilton City Council
Waikato District Enterprise Agency
Hauraki Enterprise Agency

Maori organisations

Tainui
Waahi Whaanui Trust
Tatau Pounamu Incorporated

Community groups

Disabled Persons Assembly
Women's Refuge
Citizens Advice Bureau
Age Concern Flaxmere
Budget Advice Services
Disability Resource Centre
Youth Resource Centre
Community Law Centre
Presbyterian Support Services
Grey Power
Mature Employment Service
Barnados
Student Job Search
Safer Community Council
CCS

Government departments

Workbridge
Housing New Zealand
Community Employment
ACC
Te Puni Kokiri
Child, Youth and Family
Community Corrections
Special Education Service
NZ Police
Skill New Zealand
Careers Service Quest Rapuara
Community Health Services
Agriculture New Zealand
Trade and Commerce Centre

Training providers

Waikato University
Waikato Polytechnic
Advanced Training Academy Ltd
Salvation Army Training and Employment
Waiariki Polytechnic

In addition, 400 questionnaires were sent out to employers throughout the region, and 111 community groups and 211 clients participated in forums.



Work and Income NZ
Te Hiranga Tangata