



Work and Income NZ
Te Hiranga Tangata

... Regional Plan for

Wellington

2000/2001



C O N T E N T S



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

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

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

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

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

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

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

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

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

CHRISTINE RANKIN



REGIONAL COMMISSIONER'S REPORT

This Wellington Regional Plan illustrates the key priorities and strategic direction for the 2000/2001 year, and gives some insights as to how those priorities will be achieved. It will capitalise on the experiences from the previous year and will reflect a new regionalised approach to the delivery of services by the Department of Work and Income in the Wellington region. Regional flexibility is the key to providing scope for a regionalised approach that will develop local solutions to meet local needs and opportunities.

In addition to regional flexibility, this plan demonstrates an increased emphasis on employment-related issues. Strategies are aimed at enhancing services to Maori and Pacific Peoples and creating stronger, more collaborative links with local communities and other key agencies.

There are many benefits to adopting a regionalised approach to service delivery including a better overall service to those needing income support, training better suited to the individual's needs and most of all, helping more people in our region get jobs.

This plan represents a culmination of views from local communities, councils, employers, training providers, Maori and Pacific Peoples, and other agencies. It is a general summary of views that identify what we believe is required to facilitate the match of client and employer needs in the labour market, contributing to a stronger and more secure regional economy.

In recognition of all those with an interest in the priorities of this year's plan, consultation had been extended from the previous year to provide more people with an opportunity to have their say.

As well as signalling the strategic direction for the coming year it is timely to recognise the tremendous amount of hard work done by regional staff and acknowledge the highlights and achievements from last year.

- Specialised services were made available for NZ Superannuation and Invalids Benefit clients.
- Training and employment projects were implemented with Kilbirnie Pak 'n Save and the WestpacTrust Stadium, where 100 and 600 people respectively gained employment.
- Approximately 5,500 opportunities were purchased to assist clients with work confidence, job search and skill development.
- 5,191 people were placed into developmental training opportunities at a cost of \$1.815m.
- 6,043 people were placed into employment, of which 30% were Maori placements.
- \$7,000,000 was paid out in employment subsidies and grants.
- A total of 1,711 Maori women, men and youth have completed developmental training.



REGIONAL COMMISSIONER'S REPORT (c o n t)

Looking forward

I am looking forward to this year, and am confident that together, we will achieve better outcomes and generate better prospects for those most in need. The flexibility gained from a regional approach and greater emphasis on working in partnership with other agencies, local bodies and community organisations can only strengthen our ability achieve a better result.

While each region operates within a national framework, this year I plan to focus the Wellington region on improving flexibility in regional service delivery by

- developing regional strategies that match resources to labour market demand and community capacity
- determining the best mix and degree of specialisation of frontline staff to achieve optimal delivery of services
- increasing our employment focus and providing enhanced services to employers
- enhancing services to Maori and Pacific Peoples
- working in partnership with communities and other agencies to better achieve employment outcomes.

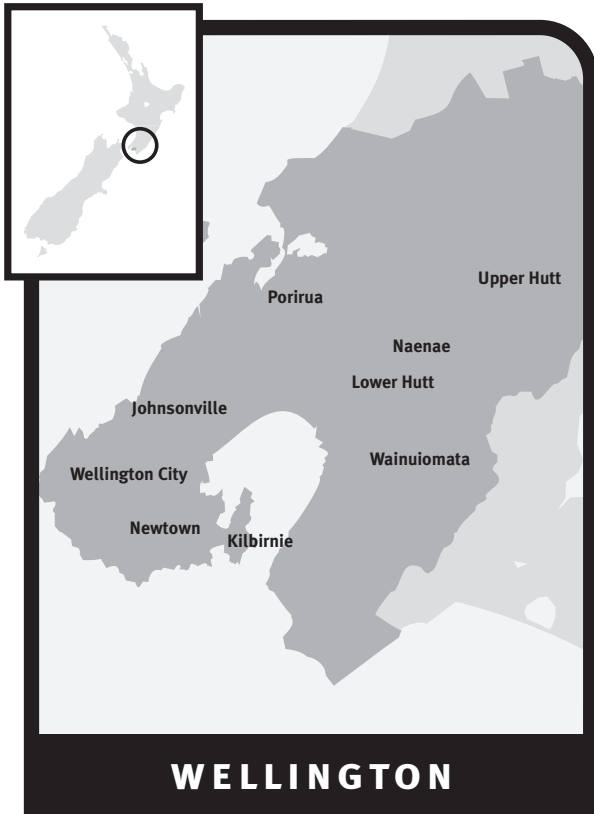
Specifically, the focus will be on specialised case management of work-tested and non-work- tested clients in Porirua, Johnsonville, Wellington, Upper Hutt and Wainuiomata. The emphasis will be on well-being and work outcomes. We will work with refugee and migrant groups in Wellington to identify solutions for migrant clients. Initiatives will mainly be managed from the Newtown office. A 'One More Worker' campaign will be instigated in Porirua to create work opportunities for Porirua clients and work opportunities for Maori will be achieved through a Maori business forum.

We are eager to do our very best to successfully deliver the priorities contained within this plan in the hope it will encourage you to join with us, so together we may achieve better prosperity for all.

STEPHEN CUNNINGHAM
Regional Commissioner
 Wellington



OUR REGION



Introduction

The Wellington region has four territorial cities within its boundaries – Porirua, Upper Hutt, Lower Hutt and Wellington, with each city providing its own diverse range of exciting opportunities while facing quite separate challenges.

There are nine service centres located throughout the region in Porirua, Johnsonville, Upper Hutt, Naenae, Lower Hutt, Wainuiomata, Wellington, Kilbirnie and Newtown. Frontline Case Managers and Work Brokers administer a range of programmes in each centre, with specialised services for superannuitants available at each service centre.

The Wellington region is New Zealand’s political and financial hub with a relatively highly educated workforce and a well-developed structure to support economic growth. The regional economy is driven more by services than many other regions and the current slow-down of domestic demand is expected to impact more heavily on the Wellington region than other areas. A relatively lower dependence on agricultural production and manufacturing does protect Wellington from the volatility of seasonal fluctuations, but also means it did not enjoy the same extent of growth in these sectors last year.

The main strengths of the region as a whole include

- communication and transport infrastructure
- generally more highly qualified population, and
- comprehensive educational facilities.

Unemployment figures for Wellington are typically among the lowest in New Zealand, currently 6% – an increase from 4% in December 1999.

Overall, growth in the Wellington region over the coming year is likely to be weaker than New Zealand as a whole with employment growth expected to be only modest at best. The unemployment rate may improve slightly with the subdued outlook for the job market constraining any increase in the participation rate.

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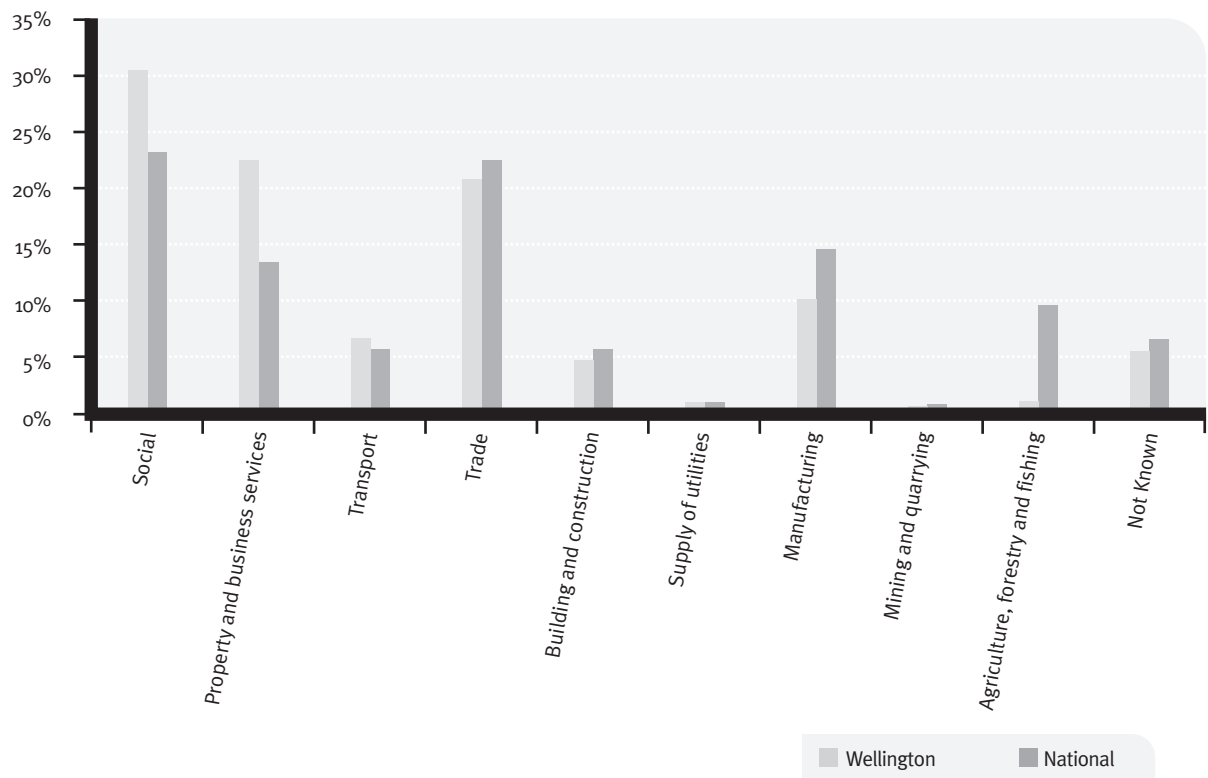
OUR REGION (cont)

Employment by industry

The graph demonstrates the high proportion of people employed in social services, property and business services, and trade sectors.

The diversity of industries within the Wellington region is regarded as a strength by many, although there remains significant challenges for the business and financial sectors from restructuring and relocation of head offices.

EMPLOYMENT BY INDUSTRY – WELLINGTON REGION





OUR REGION (cont)

Wellington City

Wellington City is the hub of this region's economy. The attractiveness of the harbour, coastline, and hilly slopes along with the vibrancy generated from a wide range of activities make Wellington an attractive place to live.

Wellington is home to the Museum of New Zealand, Te Papa, which is fast becoming one of the country's leading tourist attractions. In addition, Wellington boasts many other recreational, artistic, cultural and sporting activities, which contribute to the reputation of becoming a city of events. Consequently, the tourism and hospitality sectors are predicting positive growth.

There is a well-developed transportation network, which is crucial to support the city as much of its workforce does not live there, but commutes from other parts of the region.

Some recent highlights in Wellington City have been

- the development of the WestpacTrust Stadium
- major investment in the film industry
- expansion of the restaurant and accommodation trade
- development of inner city attractions such as Te Papa, the City Gallery and the International Festival of the Arts.

In addition to the growth in the tourism and hospitality sectors, the main characteristics of the Wellington City economy include

- head offices of banking, financial and industry organisations
- Government departments
- health and education services
- emergence of technology opportunities such as call centres.

Lower Hutt City

The population of Lower Hutt City is approximately 98,200¹ with approximately 37% of people in the workforce. The main economic drivers for the second largest city in the Wellington region have traditionally been manufacturing commodities such as metal products, machinery, fuels and chemicals. Research, transport and communications industries have also provided strong support. The close proximity of Lower Hutt to Wellington ensures there will be a continuing demand for freight-handling generated from the ports and airport.

Characteristics of the Lower Hutt population include a generally younger, more highly skilled and ethnically diverse population. They are drawn to Lower Hutt to take advantage of a wide range of recreational opportunities, reasonably priced house market and the close proximity to the employment opportunities in Wellington. The average income of residents is higher than the New Zealand average, mainly due to the fact that many residents commute to high wage employment in Wellington City.

The overall outlook for Lower Hutt is expected to be similar to Wellington City with industries such as telecommunications, research and computer technology providing exciting opportunities within the existing infrastructure.

¹ Hutt City Outlook 2000.



OUR REGION (cont)

Porirua City

Statistics in 1996 show the population of Porirua City to be approximately 47,000. The ethnic mix in Porirua is proportionally quite different from the rest of the region with NZ Pakeha 54%, Maori 20% and Pacific Peoples 21%. 50% of families have two parents (1996 census), and the size of families is higher than the national average. Retail and customer service developments in Porirua have encouraged growth higher than the national average. This major boost has been significant enough to offset any impact from recent restructuring in the manufacturing sector.

Other characteristics of the economy include

- community and personal services
- education and health services
- property and business services.

Porirua has a well-developed city infrastructure and although households boast a relatively high average income rate, there is a large gap between the income of residents in the more affluent northern suburbs and the lower income southern suburbs.

Upper Hutt City

A population of approximately 36,000 in the 1996 census makes Upper Hutt the smallest city in the region. The council has developed a strategic plan that focuses on delivering core services well and has a marketing plan that successfully promotes Upper Hutt's strengths and creates its own identity. The Trentham Army Camp, Southpac Tyres, Central Institute of Technology, EDS, AgResearch and some large private sector businesses provide the mainstay of the Upper Hutt economy. Upper Hutt also has pockets of industries that contribute to the overall economy in the area of forestry, farming and data entry.

Like other cities in the region, there is a wide ethnic mix and its population is relatively well qualified – with only 34% of those who were identified as being unemployed having no qualifications. However there are issues of concern at the lack of trade skills with the growing number of building consents and associated employment opportunities.



OUR REGION (cont)

Labour market

We acknowledge the contribution of a wide range of people, employers, community groups, business and the Department's staff who assisted in this process by providing information concerning the labour market through a series of meetings, surveys and questionnaires.

When considering the regional labour market, it is important to view the broader nationwide labour market trends, all of which are relevant to the Wellington region.

- Technological advances are a major driver for change in the way we conduct business.
- There is a corresponding change in skills required.
- Growing international competition.
- Significant employment growth in small businesses and self-employment.
- An aging labour force.
- The nature of work is changing.

The analysis of the findings from this year's consultation process is fundamentally consistent with the last year's. The feedback received from all respondents showed similar views on the growth areas in the region's labour market and the types of interventions required to match our clients with particular employment opportunities.

The top four areas of industry growth identified by all respondents² for the short to medium term were in

- tourism and hospitality
- communication services
- community, health and personal services
- retail.

Tourism and hospitality

The City Gallery, International Festival of the Arts and the one million visitors to Te Papa have significantly boosted the local economy. Visitors to Wellington also frequent cafes, restaurants, movie theatres, and visit other attractions that support the retail and customer service industries. This activity has also led to a sharp increase in demand for accommodation.

Overall, confidence in the international tourism industry is high. Profits, revenue and employment are expected to improve through to December 2000 largely from increased international exposure and a lower exchange rate.

Communication/Information technology

Emerging technological advancements have given rise to an unmet demand for information technology skills. For example, the call centre industry is fast becoming a preferred option to deliver many services, generating a strong demand for skilled call centre operators. The communications sector is continuing to expand with the uptake of new technologies and high levels of capital investment in communications infrastructure.

In addition, overseas investment in the film industry in New Zealand, more particularly in the Wellington region, has had considerable impact on the economy. It is expected this will contribute to the growth in support services such as hospitality, transport and personal services.

² Identified in consultation process.



OUR REGION (cont)

Community, health and personal service industries

This category includes education, health, recreation, Government and local administration. Despite computerisation and restructuring in this sector, and though less responsive to cyclical trends, these industries account for a major portion of total employment throughout the region. Government policy shifts are likely to initiate change for public service organisations, which could lead to an increase in demand for labour.

Demand for personal services is also likely to rise over the coming year, in line with increases in household disposable incomes.

Retail

Growth in the retail trade is expected to slow somewhat from the levels reached in 1999/2000. Consumer confidence has reduced, mainly due to slow employment growth, higher interest rates and higher debt levels. Notwithstanding this, major retail developments continue to emerge in the Wellington region. For example, the Mega Centre in Porirua, various new grocery centres and the proposed shopping complex in Silverstream provide an ongoing demand for customer service and retail staff.

Business and financial

Restructuring and centralisation provide the greatest threat to this industry. However, due to the diverse nature of this sector it is expected to see no major decline in the overall number of employees. Business and financial services will remain a significant part of the Wellington labour market albeit with a higher skill factor.

Caregiving

Increased demand for residential care facilities for the elderly is leading to expansion in this area, which resulted in an increase in job opportunities. Recent initiatives include the development at Avalon, expansion at Malvina Major retirement village in Johnsonville and the planned development of Athletic Park. These developments will have ongoing staff requirements, albeit mainly part-time and casual. Similar growth is predicted in the childcare area as Wellington continues to support a high number of professional parents.

Construction/Manufacturing

Commercial building permits and commercial and residential house sales indicators all showed growth as at September 1999. While trades and construction is a less significant sector in the region, there is a growing demand for construction workers as major structural developments continue in the short term. For New Zealanders, their ability to be innovative and establish niche markets will be a significant contributor to ongoing competitiveness and economic growth.



OUR REGION (cont)

The people

The 1996 census records the Wellington region population as 336,000, of which approximately 69% are working age³. Ethnicity ratios of the total population indicate a predominance of NZ Pakeha (70%) with smaller proportions of Maori (12%) and Pacific Peoples (7%). These ratios are, however, not consistent with the ethnic distribution of people receiving benefits or looking for work.

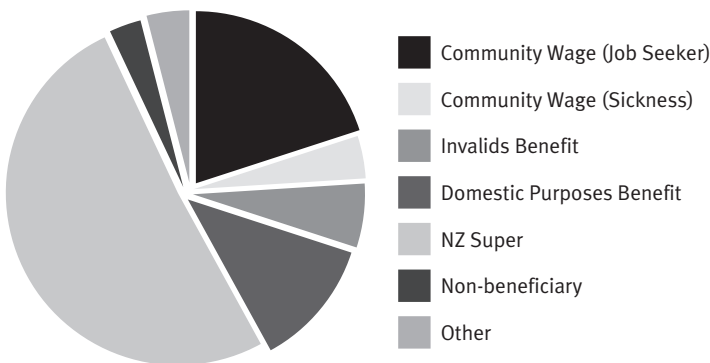
Clients by benefit type

As at 30 June 2000, there were 70,375 people receiving benefits in the region. This includes 35,095 receiving NZ Superannuation and related pensions, with the remaining 35,280 receiving Community Wage (Job Seeker), Community Wage (Sickness), Domestic Purposes Benefit and Invalids Benefit. A breakdown of the benefit types is shown below.

| Community Wage (Job Seeker) | Community Wage (Sickness) | Invalids Benefit | Domestic Purposes Benefit | NZ Super | Non-beneficiary | Other |
|-----------------------------|---------------------------|------------------|---------------------------|----------|-----------------|-------|
| 14,754 | 2,683 | 4,120 | 8,630 | 35,095 | 2,724 | 2,369 |
| 20% | 4% | 6% | 12% | 51% | 3% | 4% |

Source - Department of Work and Income, June 2000

CLIENTS BY BENEFIT TYPE - JUNE 2000



The number of registered job seekers in the Wellington region in June 2000 was 20,009, with 69% registered for longer than six months. 40% have been registered between one and four years and 6% registered for four years or more.

Young people are a significant group of registered job seekers, making up 29% of the total. It is likely that many of these job seekers have never been in stable employment.

³ Between 15 and 65 years of age.

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OUR REGION (cont)

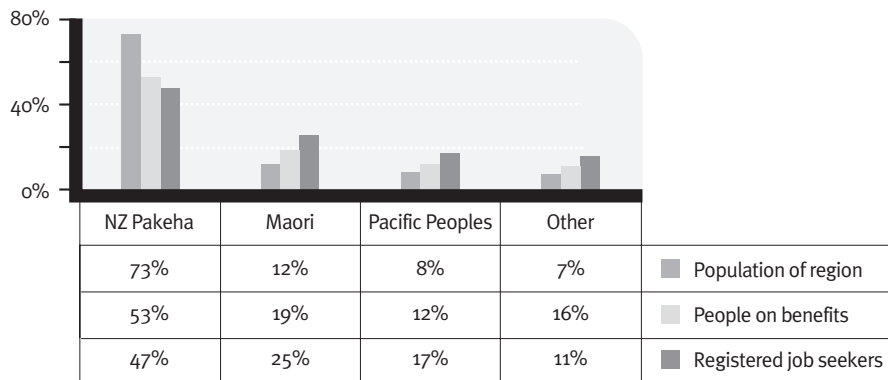
Comparative ethnicity

Recorded ethnicity information for those on benefits indicates higher ratios of Maori and Pacific Peoples receiving benefits than the total population of the region.

The table below demonstrates the high level of benefit dependence and job seekers amongst Maori and Pacific Peoples compared to the population.

The region also supports a number of other migrant groups, particularly in the Kilbirnie and Newtown areas.

COMPARATIVE ETHNICITY



Source - Department of Work and Income, June 2000

Consultation feedback

The wider community was involved in determining the types of programmes and services that would enhance the employment prospects of our clients. In particular, it recognised there are many groups in the community who are over-represented in the long-term unemployment statistics or at risk of becoming long-term unemployed.

The consultation process identified the necessary skills and attributes needed to develop their ability to compete in the local labour market. The key skills and attributes identified by respondents in the region were

- attitude, motivation and commitment
- work ethic
- personal presentation
- industry linked
- communication
- career guidance.



OUR REGION (cont)

In Wellington, 41.7% of registered job seekers were assessed as requiring some assistance to find employment and overcome barriers. The most common barriers to employment identified were

- skills not matching the job requirements
- a basic ability to read, write and speak English
- motivation and presentation.

Research from Employers and Manufacturers (Central) Inc⁴ states that “employers regarded basic educational skills, such as simple mathematics and the ability to read, write and speak English clearly and accurately as a serious obstacle in their business”. Many employers felt shortages of skilled labour were a persistent problem and almost half of the employers believed their business could expand significantly if they had more skilled people.

Attitude/Motivation/Commitment/Work ethic

From an employer and wider community view, the attributes that would best place job seekers into employment are

- positive attitude
- honesty
- motivation and good work ethics
- a willingness to learn.

The key is to determine when, and what nature of intervention, is best suited to achieve positive attitudes and motivation for each targeted group. Traditionally, the long-term unemployed, youth and mature groups are prone to rapid declines in confidence and motivation. Youth are at risk in communities where education is not a priority.

⁴ Esslemont, Don & Kathleen Green (1999) Skills and access to capital: A survey of manufacturers', an unpublished report prepared for the Central Employers & Manufacturers Assn.

Personal presentation

Life skills, personal presentation, goal setting and practical assistance to complete CVs were highly rated by respondents in the Wellington region. Employers considered personal presentation important in addition to attitude and motivation.

Industry linked

Work-based training and work experience remain key factors in development. Employment opportunities are often available if the vocational training is linked directly to an industry. For example, generic customer service and Kiwi Host training are highly favoured as they are transferable to the cafe/restaurant/hospitality and tourism sectors. Other areas that were identified strongly were trade training for the building industry, basic computer literacy and keyboard skills.

Selecting the right type of skills training to suit individual needs and determining the degree of potential job satisfaction were considered a critical element when matching people to opportunities.

Communication

Literacy, numeracy and English speaking skills across all age groups were favoured highly, particularly by employers. The main disadvantaged groups consisted of Pacific Peoples, refugee and migrant communities.

Career guidance

Case management and work brokerage are designed to support this process in conjunction with formal training providers and various mentoring initiatives. Unemployed young people aged between 16 and 18 were identified as a group needing career guidance to reduce the chance of them registering as job seekers.



OUR REGION (cont)

Conclusion

Overall, the regional outlook appears to be positive showing good job growth and low unemployment rates driven by a diverse range of industries such as tourism, accommodation, retail, multimedia and communications. Restructuring, centralisation, and rising interest rates are the main threats to the region. These factors are expected to continue to affect business confidence.

The Wellington region will be working with the community to develop a flexible and highly skilled workforce with targeted training focusing on identified areas of need, and providing services which will be responsive to those needs.

Some job seekers will obtain work themselves, while others will seek assistance through training to develop skills, relying on a range of Government, private training providers and community agencies for assistance. Staff in Wellington will be working to ensure that job seekers develop the ability to access opportunities for training and employment, which in turn will enhance their capability for independence.

We will address these issues through increased participation of priority groups, through targeted interventions, development of stronger communities and skill development.

The region will purchase training and development services and programmes which will provide opportunities to identify skills, improve job search techniques and build the confidence levels of job seekers to seek employment. Services which are culturally appropriate for the client group will be a key to ensuring priority groups gain maximum benefit from programmes and services purchased.

The key to a successful labour market and positive employment outcomes is the ability to match employment opportunities with people who have the right skills and attributes. A major issue facing Wellington is the skill gap amongst the job seeker groups, such as migrants, long-term unemployed Maori and Pacific Peoples, older people who may have faced redundancy and need retraining, and young people who may never have worked.

Where possible, it is important that skills training is linked directly to the industry best suited to an individualised development plan, and includes some form of post-placement support. We will continue to work with employers to identify labour market needs and provide skills training linked directly to employment opportunities. Skills training for call centres, customer service, clerical and business skills will address the main areas of growth in our labour market.

Sources - Information from business, employers, community and training provider groups in the Wellington Region. Wellington Regional Council Outlook. Upper Hutt Strategic Plan 1999/2000. Lower Hutt 'City Outlook' 2000. Employers & Manufacturers Assn. Dept of Labour Briefing to Minister of Social Service and Employment, December 1999.



OUR REGIONAL STRATEGIES

Key priorities for the 2000/2001 fiscal year

The key focus of the Wellington Regional Plan is to work with identified key priority groups with specific needs and improve their capability for independence. The key priorities identified are

- increased work focus by staff to increase job seeker movement into employment
- increased participation of Maori in training and development by providing services which are appropriate
- increased Pacific Peoples moving into employment and training
- increased employment outcomes for clients who engage in skills training opportunities
- longer duration developmental training to increase the ability of long-term unemployed job seekers to move towards independence
- increased young people (18-24 years) participating in developmental opportunities
- increased community involvement with the Department's staff and with client development.



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.

- 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 low-income earners receive their entitlements.
- Ensure benefit-related reviews of decisions are dealt with in an appropriate and timely manner.
- Implement service delivery structures which respond to local needs and service issues.

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, Invalids Benefit clients and other identified priority groups.
- Provide individualised and personalised service to clients through case management.
- Develop a communications plan to increase the level of information available to staff, clients and the community.

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 staff with five weeks intensive training on the programmes and services administered by the Department.
- Provide ongoing training sessions for all staff as required to increase their competency level.
- 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.
- Implement a cultural training programme for all staff and enhance support networks for Maori and Pacific staff.



OBJECTIVES AND KEY TASKS (cont)

STRATEGIC OUTCOME 2

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

Purchase a range of opportunities and programmes that will meet the identified needs of client groups.

- Collect information on the labour market monthly and respond to relevant employment opportunities.
- Purchase training programmes that meet identified labour market needs and client requirements.
- Make 15% of the skills training budget available to respond to market needs and developments.
- Develop relationships with employers and industry to identify and contract industry-specific training which targets potential job growth areas.
- Purchase programmes specifically for priority groups – Maori, Pacific Peoples, youth and long-term unemployed.
- Regularly monitor and evaluate all training purchased, to ensure it meets the needs of our clients.

Give 4,000 clients the opportunity to participate in developmental activities.

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

Support all clients during and after course completion to facilitate movement into further training and/or paid employment.

- Build relationships with employers, key agencies and communities to enhance and secure opportunities for job seekers.
- Establish and maintain effective relationships and liaison with training providers.
- Obtain and monitor reports from providers at the conclusion of all programmes/services.
- Ensure participants on training courses receive a follow-up interview appointment on completion of training.
- Contract programmes that include appropriate post-placement activities by training provider.
- Actively encourage and support clients to access relevant steps to work within two weeks following completion of training.
- Complete profile and actively market work-ready job seekers to access relevant work opportunities.



OBJECTIVES AND KEY TASKS (cont)

Increase knowledge and awareness of local labour market to obtain opportunities which meet the needs of job seekers.

- Collect information on the labour market monthly to respond to opportunities and analyse information quarterly to determine trends.
- Develop positive partnerships and initiatives with key business leaders, agencies and community to support clients into employment.
- Encourage Local Employment Co-ordination groups to devise short and long-term strategies, and to develop a minimum of one initiative or project each that will facilitate employment outcomes.

Assist 7,000 clients to achieve appropriate employment goals.

- Actively and positively profile job seekers as credible job applicants by individualised Case Managers.
- Establish a minimum of four industry-specific joint ventures targeted at job growth areas.
- Identify appropriate opportunities and activities with job seekers and agree on a developmental plan.
- Provide specialised support to ensure clients are able to access self-employment assistance available to develop new business ventures.
- Identify and establish business and community partnerships to promote and implement a key employment campaign.

Provide support to clients and employers following placement into employment in order to facilitate long-term employment.

- Undertake exit interviews with clients moving into full-time work to ensure low-income earners receive their full entitlements.
- Increase awareness of subsidies available to assist long-term unemployed clients into employment.
- Develop an in-work support package for clients moving into employment.
- Identify at-risk clients and provide ongoing support after placement into subsidised employment .
- Provide post-placement support to employers to ensure placement into subsidised employment is appropriate and sustainable.
- Enhance liaison/partnerships with employers, key agencies and community groups to support 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.

Strengthen relationships with iwi, and key Maori organisations, business, community and people to identify opportunities which best meet the needs of Maori.

- Consult with key community groups and agencies to develop a greater awareness of issues that face Maori clients.
- Facilitate regular hui as a forum (internally and externally) to develop strategies which will assist Maori into employment and other activities.

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

- Identify and establish effective alliances with key Maori organisations and communities to seek opportunities and achieve positive outcomes for Maori clients.
- Monitor training and employment opportunities provided for Maori to enhance the quality of developmental opportunities.
- Facilitate a Local Employment Co-ordination group for Maori to develop and implement short and long-term strategies to enhance access to training and labour market opportunities.
- Assist in developing a minimum of six initiatives that will enable Maori to participate and contribute to their community.
- Work with Maori businesses to identify work experience and employment opportunities for Maori.

Increase the number of Maori clients participating in developmental opportunities to 24% of total activities.

- Ensure every Maori client receives individualised case management.
- Ensure every Maori client receives correct information on benefit entitlement at initial interview and on an ongoing basis.
- Purchase 228 training opportunities specifically for Maori job seekers.
- Identify appropriate training providers to deliver training programmes for Maori clients.
- Purchase programmes/services from Maori providers who will determine the most appropriate method to achieve outcomes for Maori job seekers.

Support 1,750 Maori clients to access appropriate and sustainable employment opportunities.

- Ensure Maori clients are fully aware of all assistance available when moving into employment.
- Ensure support is provided to all Maori clients placed into employment.
- Actively promote self-employment programmes and support to provide opportunities for Maori to develop their own business ventures.
- Ensure Maori job seekers completing training or activities are actively case managed with a follow-up interview, and supported to achieve employment.
- Proactively profile and support work-ready Maori job seekers into appropriate employment.
- Ensure that 24% of wage subsidies are targeted for Maori clients.



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 communities representing specific Pacific Peoples groups.
- Identify an appropriate strategy to communicate relevant information to Pacific Peoples.
- Purchase specific training and development programmes for Pacific Peoples with appropriate providers.
- Monitor training and employment opportunities provided for Pacific Peoples to enhance the quality of developmental opportunities.
- Facilitate Pacific Peoples community groups to develop and implement a minimum of three short and long-term initiatives to enhance access to training and labour market opportunities.
- Analyse skill gaps for Pacific Peoples to facilitate the development of appropriate employment training programmes.

People with disabilities

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

NZ Superannuitants

- Maintain relationships with organisations that provide support to older people.
- Proactively manage NZ Superannuitants in receipt of supplementary assistance.
- Provide specialised service to all NZ Superannuitants.

Youth

- Actively promote training programmes targeted specifically at youth.

Sole parents

- Provide specialised case management to sole parents through the Compass programme.
- Purchase 186 training opportunities specifically for women.
- Ensure sole parents are fully aware of assistance available for childcare.

Actively participate in developing partnership initiatives with communities to enhance client access to labour market opportunities.

- Work with local agencies and communities to identify and develop creative and innovative strategies that benefit clients.
- Develop service centres as an integral part of the community network providing greater access to resources and information.
- Investigate the development of off-site services.



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 and strengthen relationships with business, local government and community groups to promote opportunities for clients.

-> Meet regularly with key business leaders, agencies, local iwi, community organisations and support groups to share information and seek opportunities for mutual clients.
-> Work with key business leaders, agencies, local iwi, community organisations and support groups to adopt a joint approach to developing opportunities for clients.
-> Develop and maintain networks internally and externally to ensure advice and information on the full range of services available from the Department is provided to all groups.

Strengthen networks with appropriate Government agencies, local authorities and community networks to improve responsiveness to issues and support the development of opportunities for independence.

-> Facilitate and participate in at least one forum per month, internally and externally, to identify and develop solutions and strategies for all clients and identified priority groups.
-> Encourage Local Employment Co-ordination groups to develop and implement a minimum of four short and long-term strategies, initiatives or projects to address barriers to employment.
-> Support and participate in the Strengthening Families programme.
-> Participate in the development and implementation of a minimum of four new projects and initiatives.

Provide a forum to enable key agencies and community groups to share relevant information about service delivery and client needs.

-> Establish, and maintain existing information-sharing forums with key community groups – for example, advocacy, refugee and migrant groups.
-> Ensure regional management and Service Centre Manager representation at key business and community meetings.
-> Review membership of Local Employment Co-ordination groups to establish clear focus on obtaining outcomes for clients and flow of information to the Department.



ACHIEVING OUR KEY TASKS

Delivery responses

The Wellington region is divided into three distinct cluster groups – Wellington, Hutt Valley and Porirua. Each site within the cluster has its own individual characteristics. As a result of this diversity, solutions for addressing the needs of clients will vary from site to site with the region developing a range of options to work with clients, improving their access to employment and independence. While sites will develop their own response, they will be supported by the cluster and region to achieve their goals.

The region has developed a range of options for change and each site will determine the best mix for their site, based on the needs and characteristics of the area.

In larger sites, staff may be set up in teams, which will have either a non-work test, or work test focus.

Case management of specialised groups by duration, ethnicity or age will occur in some sites. Specific case management for youth and Maori registered over two years is already occurring in some sites. More effective management of Super Centre resources will see additional services for older people, such as the 55+ and Transitional Retirement Benefits, being administered from Super Centres.

Centralisation of services such as Benefit Review Committee hearings and self-employment assistance has already been implemented in the region. Further centralisation of services such as the Childcare Subsidy, and management of client development activities will be investigated by cluster groups. Monitoring and evaluation of developmental training programmes is currently completed regionally.

Contracted services have responded to closing the gaps by contracting programmes and services for Maori men, women and youth. This will allow greater scope for self-determining solutions in the region. In addition, the region's approach to addressing Pacific Peoples issues will be involvement in a skills audit in Porirua City with the aim of identifying skill shortages and local industry needs.

Local Employment Co-ordination has included a greater emphasis on employment-related issues. For the Maori Local Employment Co-ordination group specific strategies have been identified.

Rationale

Targeted case management and work focus teams will ease the pressure on staff learning the complete range of income and work programmes, and allow them time to become more skilled.

Some staff have identified a wish to work with specific target groups and this will provide an opportunity to utilise their specific skills and achieve better outcomes.

Cluster teams focused on achieving outcomes will foster greater regional co-operation amongst Work Brokers, and ultimately gain greater outcomes for clients.

Changes to the Work Broker structure will enable a greater focus on the employer and obtaining work for work-ready job seekers, while other Work Brokers focus on the processing of vacancies.



OUR COMMUNITY COMMITMENT

| Programme | Forecasted new starts | Budget |
|------------------------------------|-----------------------|--------------------|
| Wage subsidies | | |
| Job Plus | 566 | \$3,148,097 |
| Taskforce Green | 124 | \$775,766 |
| Job Plus Maori Assets | 8 | \$46,550 |
| Job Connection | 93 | \$914,445 |
| In-work training | | |
| Job Plus Training | 952 | \$952,283 |
| Community Work | 295 | \$74,241 |
| Self-employment | | |
| Enterprise Allowance | 77 | \$599,279 |
| Business Training and Advice Grant | 148 | \$89,071 |
| Work transition | | |
| Work Start | 2,383 | \$595,680 |
| TOTAL | 4,646 | \$7,195,412 |

| Programme | Forecasted new starts | Budget |
|----------------------|-----------------------|--------------------|
| Job search | 1,160 | \$87,000 |
| Information services | 300 | \$74,200 |
| Work confidence | 1,074 | \$991,853 |
| Work skills | 1,048 | \$634,602 |
| TOTAL | 3,582 | \$1,787,655 |



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

Training providers

Whitireia Polytechnic
 Hutt Valley Polytechnic
 Waiwhetu Marae
 Carich Training
 Central Institute of Technology
 He Toa Sport Development
 Career Ahead
 PTI
 Sapphire Consultants
 Modern Age Institute
 CIT Education Sector
 Koraunui Marae
 Wainuiomata Training Centre
 Te Rongopai Morehu Trust
 Te Ata Hou Trust
 Te Wananga O Wainuiomata Marae
 Maraeroa Marae
 Pacific Training Institute
 Asia Pacific Consultancy
 Workplace Learning
 ARLA
 CITEC Education and Training
 New Horizons
 Midland Park Campus
 Roy Cox Associates
 Crenel Training
 TOPEC
 Specialist Education Services
 ACTS Institute
 Salvation Army Training & Employment Programme
 Learning Unlimited
 Wairarapa Polytechnic
 Elkington Associates
 K & T Associates
 Creative Training Systems
 ETC Learning Centre
 Karori Learning Centre
 Porirua City Training
 South Pacific Academy
 Clifton Secretarial Service

Employers

Kim Plastic Co Ltd
 PPL Corporation Ltd
 Verdun Holdings Ltd
 ICONZ
 CPC (NZ) Ltd
 Pyradeck Scaffolds
 Aquaheat
 Valet Now Car Groom
 Te Roopu Awui Whanau
 Interlock Group
 Pak 'n Save
 SPADA
 Kadco Ltd
 HT Ltd
 Capital Services
 Salamander Ltd
 Home Rent Ltd
 Te Karaka
 Performance Cleaners
 Arrow Products
 Hutt City Meats
 Formway Furniture
 Shell Petone
 Leigh Mardon
 Glacier Chilled Foods
 EDS NZ Ltd
 Northpac Timber
 Burger King
 South Pacific Tyres
 WPI Sawmilling
 The Warehouse
 Office Bar and Cafe
 Crowther Realty



CONSULTATION (cont)

**Business groups, local authorities,
and Government departments**

Employers and Manufacturers Association
Hutt City Council
Upper Hutt City Council
Porirua City Council
Wellington City Council
Upper Hutt Chamber of Commerce
Hutt Valley Chamber
Employers' Federation
PBDS
Saturn Communications
Invest Wellington
Morgan & Banks
Wellington International Airport
Richard Joseph & Associates
Alectus Recruitment
Positive Career Solutions
Ministry of Pacific Island Affairs
Skill New Zealand
Wellington Safer Communities Council
Workbridge
Career Services
Te Puni Kokiri
UHEDA
Nga Ana O Anahairengi
UH SCC
Capital Development Agency
John Lyde & Associates
Tenths Trust
Maori LEC
Wellington LEC
Hutt LEC
Porirua LEC
Capital Development Agency
Catalyst Ltd

Community organisations

MES Hutt
Supergrans
Kalolo Enterprises
Wellington YWCA
People's Centre
YMCA
Te Roopu Awhina
MES Porirua
Te Akamata-Anga-Ou
Wellink Trust
Lower Hutt Women's Centre
Mental Health Forum
Wellington City Mission
People's Centre Advocates
Maori Women's Welfare League



Work and Income NZ
Te Hiranga Tangata