

PRESERVATION



MINISTRY OF SOCIAL DEVELOPMENT
Te Manatū Whakahiato Ora

Information Centre
Te Puna Wānanga



Work and Income NZ
Te Hiranga Tangata

Department of Work and Income

Māori Strategy

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December 2000

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Foreword

I take great pleasure in presenting the Department of Work and Income Strategy for Māori.

The strategy prioritises the objectives for our work with Māori and gives the Department the framework and a work programme to achieve these objectives. It also ensures that we have the capacity to maintain the strategy and provides guidelines for monitoring our effectiveness in achieving the work programme.

I am looking forward to working with you to implement this strategy and to help us all better meet the needs of Māori individuals and communities. This strategy is based on the experiences, knowledge and skills of our staff. It also utilises the good work that has already happened by building on the many initiatives already in place in the Department's Regions.

We strongly believe in the need for this strategy. The importance of this work is driven by both government objectives and the Department's own substantial objectives and responsibilities in delivering the best services to improve Māori outcomes.

My special thanks go to the Department of Work and Income staff who contributed to the development of the strategy. I also want to thank those who have supported this work by participating in workshops and consultation meetings. The input through those meetings was extremely valuable and vital to our ability to develop an overall strategy for working with Māori.

I believe that the results of this strategy will see the Department's initiatives grow, particularly in the area of developing active delivery partnerships with Iwi and Māori. It is very exciting to have the opportunity to make a productive and practical difference for Māori by delivering positive outcomes and building future potential.

Christine Rankin
Chief Executive
Department of Work and Income

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Introduction

The Department of Work and Income's Strategy for Working with Māori establishes clear linkages between the Government's Key Goals for Māori and the role of the Department in contributing to these. It sets the course for the Department at all levels (National, Regional and Local Service Centres) in both the short term and long term. It contains the objectives and specific actions to be taken by the Department and where responsibility and accountability rests for effecting each action.

Key environmental drivers such as the medium term economic outlook, along with the previous strategies of the two separate Departments that were merged to create the Department of Work and Income (DWI), have provided the foundation for developing the Māori strategy.

This Strategy is based on analysis of literature, data, current regional and local relationship management and service delivery practice, staff feedback and historical community consultation information.¹ It identifies the outcomes that the Department believes will contribute to improving Māori employment outcomes and sets out key strategies and actions to achieve the outcomes.

It also outlines the mechanisms for monitoring and review, both by the Department, and other government departments, to ensure that the Strategy is implemented appropriately and Departmental objectives are achieved.

¹ Internal DWI Report prepared for the National Commissioner "A Baseline Report on the Department of Work and Income's Work with Māori", May 2000

Executive Overview

The Department of Work and Income Māori Strategy sets out how the Department intends to contribute to achievement of the Government's Key Goals in respect of giving effect to the principles of the Treaty of Waitangi and closing disparities for Māori in health, education, employment and housing.

In regard to the core business of DWI, there is disparity between Māori and non-Māori in:

- Labour market participation rates. 33% of working age beneficiaries are Māori. There is a particular issue for Māori women, in that over 30% of all sole parents are Māori, they tend to have more children and lower educational attainment levels than non-Māori, thus making it more difficult for them to obtain employment;
- Unemployment rates. Māori account for 15% of the overall population, but form 30% of the total number of registered unemployed. Restructuring of traditional industries for Māori has resulted in fewer employment opportunities being available. In addition, Māori are concentrated in areas of high unemployment, meaning there is restricted access to employment opportunities with higher costs (e.g. transport or relocation costs);
- Long term unemployed (26+ weeks). Māori are more likely to be unemployed for longer periods of time than non-Māori; and
- Youth unemployment rates. Māori youth are more likely than non-Māori youth to leave school without skills and qualifications, which limits their access to the labour force and tertiary training and education.

Consequently, the Department's primary focus in this strategy is to improve employment outcomes for Māori and thus increase their self-sufficiency.

For that reason, the basis for the direction of the Department of Work and Income Māori strategy is the initiation of a range of service delivery responses to enable self-determining solutions to be provided by Māori for Māori, in a way that recognises regional labour market differences and the needs of different communities.

The Department of Work and Income has developed outcome statements for Māori that identify the desired results for Māori clients:

- Outcome 1: Increased capacity within Māori to develop self-determining solutions;
- Outcome 2: Reduced levels of long term unemployment for Māori;
- Outcome 3: Improved employment outcomes for Māori Youth;
- Outcome 4: Increased participation of Māori in training and education;
- Outcome 5: Enhanced access for rurally disadvantaged Māori to social services provision.

Twelve key strategies to achieve the desired outcomes for Māori have been designed to ensure the outcomes sought for Māori can be clearly and transparently measured. The strategies all provide a specific focus on Māori, and on involving Māori working with Māori. This provides a long term investment in relationships with Iwi and other providers, and the opportunity to establish long term goals.

The strategies are:

- Development of partnership responses with Iwi in the delivery of DWI services
- Creation of “joint venture” approaches to service delivery with Māori organisations
- Contracting out of case management services for Māori unemployed to Māori services providers and Iwi
- Contracting out of training provision for Māori clients to Māori training providers
- Implementation of early intervention programmes for recently registered unemployed Māori who are at risk of becoming long term unemployed
- Provision of “In Work Support” for Māori clients who have rejoined the workforce
- Introduction of “Whanau Case Management” services within DWI
- Increased servicing of remote and isolated communities
- Collaboration with other Government agencies in the delivery of initiatives for Māori
- Development and expansion of existing DWI employment programmes
- Broker an increased share of listed job vacancies to Māori clients
- Promote self-employment options for Māori through increased brokerage of self-employment programmes.

The twelve strategies have been designed to collectively and significantly increase both the number and percentage of Māori clients who achieve both employment and stable employment outcomes. This will be achieved by:

- Increasing the levels of Māori participation in developmental activities;
- Increasing the number of Māori Training providers;
- Increasing the focus of all Māori Training providers to providing services for Māori Youth; and
- Placing more Māori clients at risk of becoming long term unemployed into early intervention programmes.

The Department of Work and Income Māori strategy will undergo an evolutionary process over the next three years as the key deliverables are implemented and the Department's operating environment changes. The key focus of the strategy is on partnership with Iwi/Māori and the contracting out of services, and as the number of service contracts increases there will be a corresponding effect on the Department's operations.

The approach for building capacity within the Department to successfully achieve the short and long term deliverables for Māori contained in this strategy is a regionally based one, rather than a single, national approach. The Department's regions will develop local approaches that will provide the opportunity for initiatives to be adopted according to local needs, tribal and hapu structures, relationships and circumstances.

Background

Department of Work and Income Profile

The Department of Work and Income is a significant department of the government, servicing 1.5 million clients, case managing 400,000 people and administering over \$11.5 billion per year. The Department works with about 40% of the country's employers, matching job seekers with jobs. It sees 10,000 clients face to face each day, funds \$250 million in training and employment initiatives, pays allowances to 70,000 students and administers 150,000 student loans.

There are 5,200 Work and Income staff, most of whom work directly with clients. This includes four Call Centres that handle about eight million calls per year. The Department has a diverse range of Māori and non-Māori stakeholders that represent an equally diverse range of interests.

Environmental Drivers

The Department of Work and Income Māori strategy must have regard to how effective it will be within the context of long term, high Māori unemployment², high Māori reliance on state assisted income³ and Government's commitment to improve the experience of Māori in the areas of employment and income.

Three key environmental drivers have guided the scope and development of the strategy:

- The need for innovative, resourceful and productive use of the complementary functions and synergies of the department to make a practical difference for Māori in the provision and delivery of income and employment services;
- Recognition of the evolving relationship between the Crown and Māori; and
- Recognition of the impact of the medium term economic outlook and its impact on employment.

The Department maintains a strong commitment to the principles of the Treaty of Waitangi, and the provision of programmes and services to Māori must reflect and reinforce this. This includes taking into account emerging trends such as the assertiveness of urban Māori organisations, and the desire of some to operate outside of traditional tribal structures. This is of particular significance for the Department, given that urban Māori are a major client group, and one that is characterised by high levels of disadvantage and social risks.

The state of the economy has a major impact on the strategies the Department must pursue to achieve outcomes for Māori. The present outlook is for solid economic growth overall, with relatively strong growth occurring in some export industries. However, significant uncertainty exist in relation to employment trends as a result of low business confidence levels and it is as yet unclear how this will impact on overall employment growth.

² Māori account for 15% of the overall population. The total number of registered unemployed as at June 2000 was 231,135 - of which 70,209 or 30.4%, were Māori (source: DWI's SOLO database).

³ Of 399,445 working age beneficiaries as at 18 August 2000, 33.4% were Māori (source: DWI's SWFTT database).

Hence, the Department's strategies to achieve outcomes for Māori must take into account how Māori will be affected by:

- potentially low employment growth if firms substitute capital investment for labour growth over the next 2-3 years, and uncertainty beyond that;
- changes in the types of employment available (particularly a reduction in vacancies from the industries that have traditionally provided employment for Māori), and the skills required; and
- changes in the employment patterns from region to region.

Regional Development Strategy

The Ministry of Economic development is spearheading a regional development strategy. This strategy will also impact on the environment within which the Ministry operates.

There are three legs to this strategy. The first is the regional partnership programme. This provides grants to assist regions to build their capacity and develop strategies to introduce major initiatives. The Ministry is working with a number of local and regional bodies. It is providing grants for the costs of the partnership strategy, for implementation of initiatives arising from that strategy and for any major regional initiative.

The second leg of the strategy is engaging with regions with more acute needs. This involves working with regions with particular problems and assists them to prepare for growth. An example is the community of Te Tai Rawhiti on the East Coast, where the Ministry is providing central government direction and growing local leadership. A third leg is ongoing work with business and sectoral groups. Industry New Zealand leads this. The aim of this work is to improve industry capability and develop strategies to encourage growth. An example is to reduce blockages and bottlenecks in the forestry industry that are slowing processing.

Another impact on the Department's work in relation to Māori is the work of the Community Employment group. The Community Employment Group of the Department of Labour works with disadvantaged communities. It seeks to help them to develop opportunities that help move the communities towards self-sufficiency. Their focus groups are Māori, Pacific, disadvantaged rural and urban communities and women.

Te Puni Kokiri is also leading a strategy to improve state sector wide responsibility and accountability for outcomes for Māori in terms of capacity building programmes delivered by Government. A key mechanism to achieve this is the Regional Intersectoral Fora (RIF). DWI's Regional Commissioners will be key members of these fora, and will play an important role with other agencies in responding to whanau, hapu, iwi, Māori organisations and Māori communities in a co-ordinated fashion.

Predecessor Strategies

The DWI Māori Strategy has also been informed by the Māori strategies that were developed by the department's predecessors: the Department of Social Welfare (DSW), Income Support (IS), New Zealand Employment Services (NZES) and the Community Employment Group (CEG)⁴.

- **Puao-Te-Ata-Tu** (1988) was developed by the Māori Perspective Advisory Committee to advise the Minister of Social Welfare on 'the most appropriate means to achieve the goal of

⁴ In June 2000, Cabinet agreed to the transfer of the Community Employment Group from DWI to the Department of Labour

an approach which would meet the needs of Māori in policy planning and service delivery in the Department of Social Welfare⁶. The mechanisms that were recommended to effect Māori development by DSW included more effective co ordination of state social service agencies and an emphasis on Māori community initiatives or programmes that achieved positive outcomes for Māori.

- **Te Punga** (1990), DSW's 'bi cultural strategy', was developed in response to recommendations outlined in Puao te Ata Tu. Te Punga sought to implement throughout the Department the underlying principles the Treaty of Waitangi, the 1988 State Sector Act and Puao-Te-Ata-Tu. The framework set out short, medium and long term strategic mechanisms or 'actions' in management, staff matters and sensitivity to clients, placing responsibility for implementation on specified managers. The specified actions included; building and maintaining relationships with Māori organisations and groups at regional and national levels and actively recruiting Māori staff.
- **Te Taura Tamau** (1992), Income Support Service's strategy, aimed to reduce Māori welfare dependency through the delivery of appropriate services to Māori. It identified key objectives and target dates, placing responsibility for implementation of the objectives on specific managers. The objectives included; district managers meeting regularly with Iwi to discuss provision of services, developing national minimum standards for communicating with Māori customers, and monitoring and reporting on outcomes.
- **Te Wero o Te Ara Hou** (1997) NZES's 'Responsiveness to Māori Plan', outlines strategy for effective service delivery to Māori by ensuring that all programmes and products meet and respond to the employment needs of Māori. Te Wero set the strategic goal of 'reducing the proportion of Māori on the national register to 15% by 2001' by 'getting Māori into employment'. The underlying mechanisms included incorporating Māori perspectives into; the organisational culture and structure, policy advice, effective consultation and staff development.
- **Mahi A Iwi** (1998) developed by CEG, is an 'umbrella' strategy that aims to strengthen Māori social and economic development. Its approach is to provide assistance to Māori communities and groups using a five-step process - taking communities from a state of economic dependence, through employment and economic development planning, through to economic independence. The strategy seeks to build the capability of Māori communities utilising mechanisms such as partnership, funding and advice for projects, as well as the networking and facilitation of community projects.

⁶ 1988, Terms of Reference Puao Te Ata Tu (p5)

Māori Disparity

Māori Disparity in Context

Māori unemployment disparity exists within the wider context of a cross section of socio-economic Māori disparity, the breadth of which is evidenced in Te Puni Kokiri's "Closing the Gaps" report⁶ which presents a 'helicopter view' of negative socio-economic statistics for Māori in education, employment, health, and economic status.

A recent report⁷ discusses Māori disparity as evolving over four generations, from the signing of the Treaty of Waitangi in 1840 to the year 2000⁸ and maps the decline of Māori sovereignty alongside the increase in Māori disparity. The report summarises Māori disparity as follows:

- First Generation Disparity. This occurred at end of the 1800s when Māori had lost 80% of their lands due to land confiscation and military invasions.
- Second Generation Disparity. This occurred after World War Two when Māori suffered disproportionate losses of young men overseas.
- Third Generation Disparity. This occurred after the urban migration of 1950-1970. The economic downturn of the 1970s signalled the beginning of Māori urban unemployment.
- Fourth Generation Disparity. The mainstreaming of Māori delivery in 1989 was intended to dramatically reduce Māori disparity. After ten years in 1999 it was found that the gaps between Māori and non-Māori had not closed but had widened in some cases.

In regard to the core business of DWI, the 'Closing the Gaps' report shows disparity between Māori and non-Māori in:

- labour market participation rates;
- unemployment rates;
- long term unemployed (26+weeks); and
- youth unemployment rates.

Each of these areas demonstrates a significant gap between Māori and non-Māori, indicating that little progress has been made in reducing Māori disparity in these areas.

Implications for the focus of the DWI Māori Strategy

The focus of the Department's Māori Strategy must take into account and be influenced by the following key demographic factors:

- A high proportion (57%) of Māori is below the age of 25 - population differences show that

⁶ 1998, Te Puni Kokiri Towards Closing the Social and Economic Gaps between Māori and non Māori

⁷ Reedy H, 2000 Historical Overview of Māori Disparity Tu Strategies Ltd

⁸ These 'generations' are indexes of an historic timeline created by the author, within which is discussed a history of colonisation, Māori resistance, endurance, and assimilation

Māori is a youthful population, relative to non-Māori. This indicates that there is a need to focus on Māori youth, given the resulting increased dependency burden on Māori families and the greater demands on government in terms of supplying education and youth and family support services;

- Māori are almost two and a half times more likely to be unemployed than non-Māori, and are more likely to be unemployed for longer periods of time. While this is due in part to the restructuring of traditional industries for Māori such as the manufacturing sector, it is also influenced by the fact that the Māori population are concentrated in areas of high unemployment – making for restricted access to employment opportunities, and at a higher cost (e.g. transport or relocation costs);
- Māori youth are more likely than non-Māori youth to leave school without skills and qualifications. The majority of Māori are leaving school with a level of qualification below Sixth Form Certificate, creating immediate disadvantages in terms of gaining access to the labour force and formal tertiary training.
- On average, Māori women tend to have children at a younger age than non-Māori, have more children and have lower educational attainment levels. This, combined with the fact that over 30% of all sole parents are Māori (the majority of these being women), makes it more difficult for them to obtain employment and creates a greater level of dependency upon the Domestic Purposes Benefit. It also means that undertaking employment will usually come at a higher compliance cost (e.g. child care access and cost).

Māori Client Profile

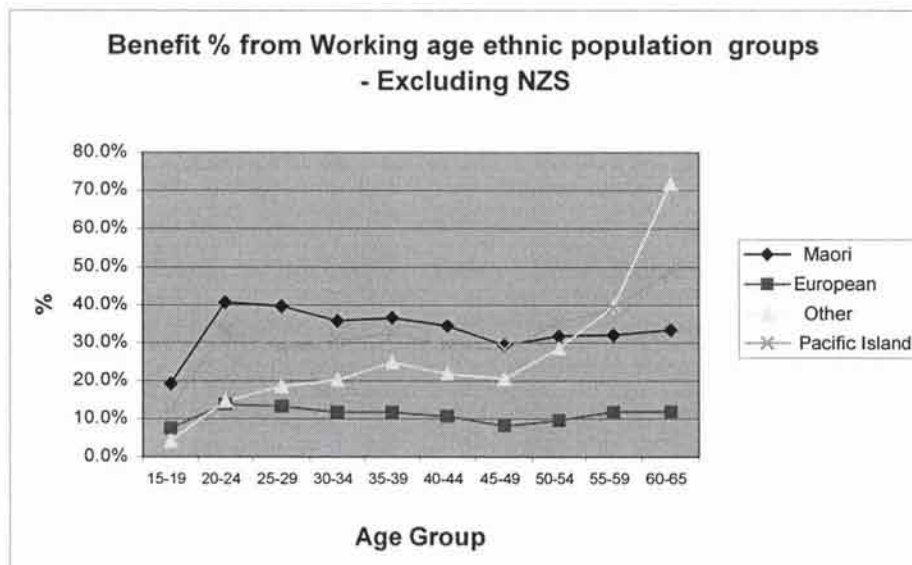
Profile of Māori Receiving Income Support (main benefit only)

In December 1999, there were 894,813 people receiving income support assistance from Work and Income New Zealand (main benefit). Of these Māori recipients numbered 119,915 or 13.4% of the total benefit population. If the numbers of New Zealand Superannuation beneficiaries (the single largest beneficiary group) are removed from these totals, the number of non-Māori beneficiaries at December 1999 was 323,963 and the number of Māori beneficiaries was 109,023. Of this total the percentage of Māori beneficiaries is 25.2%.

The pattern of benefit uptake is significantly different for Māori and non-Māori populations. As can be seen in the figures discussed above one benefit type, New Zealand Superannuation, accounts for approximately half of all non-Māori beneficiaries. Whereas two other benefit types, the Community Wage-Job seeker benefit and the Domestic Purposes Benefit, account for nearly three-quarters (72%) of Māori recipients of income support⁹.

Figure 1 shows the proportion of Māori clients by different benefit categories and by different age groups as at 18 August 2000. The figures exclude recipients of New Zealand Superannuation, due to the age related eligibility criteria of this benefit and the effect the large number of New Zealand Superannuation recipients has on the denominator for calculating percentages of non-Māori on different benefit categories. The graph also excludes DWI clients whose ethnicity status is not known.

Figure 1: Proportion of working age ethnic group in receipt of main benefit by age group (excluding NZS)



Community Wage

⁹ As at December 1999 forty-one percent of Māori beneficiaries received the Community Wage – Job Seeker benefit 30.7% were in receipt of the Domestic Purposes Benefit

There are three categories of Community Wage benefits: training benefit, sickness benefit and job seeker:

- Of all benefit categories Community Wage Job Seeker is the largest single benefit category for Māori beneficiaries (ranging from 37.3% to 41.4 % over the period October 1998 to December 1999) and the second largest for non-Māori (between 15.2% and 18.3% over the same period).
- Sickness Benefit related community wage made up between 5.6% and 6.2% of the Māori beneficiaries and 3.4% to 3.5% of the non-Māori between October 1998 and December 1999.
- Training Benefit related community wage percentages ranged between 0.4% and 3.6% for Māori and between 0.1% and 0.8% for non-Māori between October 1998 and December 1999.

The ratio of people receiving the Community Wage Sickness Benefit and Community Wage Job Seeker categories is similar for Māori and non-Māori with approximately five times as many receiving Community Wage Job Seeker related community wage than Community Wage Sickness Benefit related community wage.

Domestic Purposes Benefit

Of all benefit categories the domestic purposes benefit is the second most accepted benefit by Māori. Over the period October 1998 to December 1999, the percentage of Māori Domestic Purposes Benefit beneficiaries ranged from 30.7% to 32.8%.

In addition:

- Māori (and Pacific) Domestic Purposes Benefit recipients are more likely than Pakeha recipients to be in the 20 to 39 age group - 84% compared to 73%.
- Māori Domestic Purposes Benefit recipients are more likely than Pakeha Domestic Purposes Benefit recipients to have 4, 5 or 6 children. However, there are minimal differences observed in the Māori and Pakeha Domestic Purposes Benefit populations who have one, two or three children.
- In the Bay of Plenty, East Coast and Northland Work and Income New Zealand regions over 50% of the Domestic Purposes Benefit populations are Māori.
- Proportionately, similar numbers of Domestic Purposes Benefit recipients, from each ethnic group, remain on the Domestic Purposes Benefit for the same length of time.

Invalids Benefit

The proportions of Māori and non-Māori that receive the invalids benefit are similar during the period. The range for Māori beneficiaries is from 6.3% to 6.9% and for non-Māori from 5.4% to 5.8%. As the range suggests, the percentages remained virtually level for the entire measurement period.

New Zealand Superannuation

New Zealand Superannuation accounts for more than half (52%) the number of all benefits paid out by Work and Income New Zealand. As at December 1999, there were 461,827 people receiving New Zealand Superannuation with Māori recipients numbering 10,892 or 2.3% of the total New Zealand Superannuation population.

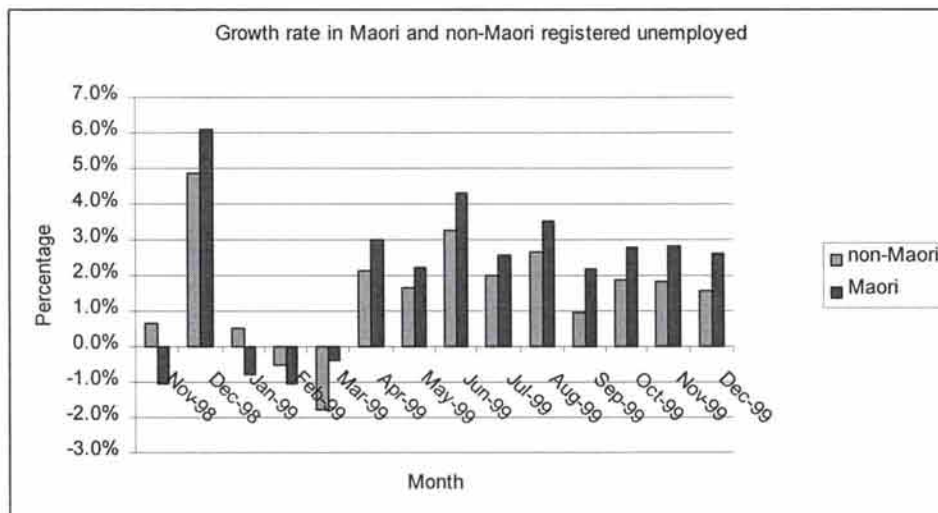
The dramatic difference in the proportion of Māori and non-Māori populations receiving this benefit is a consequence of the age profile of the Māori and non-Māori populations. As at 1996, only 3% of the small Māori population were aged over 65 compared to 13% of the majority non-Māori population¹⁰. The difference in age-profile is expected to continue beyond 2030, despite increases in the number of Māori aged over 65.

Profile of Māori Unemployed

As at September 1999 Māori constituted almost one-third (30.5%) of the 227,737 people registered as unemployed. This proportion increased from the September 1998 figure of 29.5%. There was an overall growth in the register of unemployed that was shared across all ethnic groups. The data for the months of December 1998 and December 1999¹¹ show that the proportion of registered Māori unemployed increased by 19.6% whereas the same figure for non-Māori was only 15.5%.

While there has been an overall growth in the number of unemployed, the Māori and non-Māori populations of registered unemployed have increased at different rates as illustrated in the graph below, with the Māori rate being greater than the non-Māori rate in all but three months of the time series.

Figure 2: Growth rates in Māori and non-Māori registered unemployed



Positive figures show an increase in the number of unemployed, while a negative growth rate represents a fall.

¹⁰ Whakapakari: Tatauranga Taupori, Māori Towards 2000, Te Puni Kokiri Factsheet Number 1, 1998

¹¹ Tables provided by DWI

Distribution of Māori Unemployed

Table 1 shows the proportion of Māori unemployed by DWI administrative region (of all unemployed people in the region). The first column provides an average percentage for the period October 1998 to December 1999 while the second column shows the range of the percentages over the same period.

Table 2 illustrates the distribution of registered Māori and non-Māori unemployed. The first two columns show the proportion of Māori and non-Māori registered unemployed for a particular region (of the totals of Māori and non-Māori registered unemployed). The average ratio represents the ratio of Māori to non-Māori registered unemployed for the time period October 1998 to December 1999. Where the ratio is greater than one, Māori are more likely to be registered unemployed than non-Māori. Where the ratio is less than one, Māori are proportionately less likely to be registered unemployed than non-Māori.

Table 1: Māori registered unemployed as a percentage of total unemployed for the region (Oct 98 – Dec 99)

REGION	AVERAGE	RANGE (OCT 98 TO DEC 99)
Auckland Central	14%	13.32% - 14.58%
Auckland North	19%	17.43% - 19.93%
Auckland South	34%	34.05% - 34.80%
Bay of Plenty	52%	51.30% - 52.81%
Canterbury	12%	11.99% - 12.80%
Central	27%	26.43% - 28.31%
East Coast	55%	53.84% - 55.54%
Nelson	14%	13.14% - 14.34%
Northland	57%	56.58% - 58.48%
Southern	12%	10.85% - 12.44%
Taranaki	39%	38.55% - 39.95%
Waikato	37%	35.51% - 38.28%
Wellington	24%	22.97% - 25.58%

Table 2: Māori and Non-Māori registered unemployed by region as a percentage of national Māori and non-Māori unemployed (Oct 98 – Dec 99)

REGION	MĀORI AVERAGE	NON MĀORI AVERAGE	MĀORI RANGE	NON-MĀORI RANGE	AVERAGE RATIO
Auckland Central	4.0%	10.6%	3.9% - 4.3%	9.9% - 11.0%	0.4
Auckland North	5.1%	9.2%	4.4% - 5.3%	8.8% - 9.7%	0.6
Auckland South	11.5%	9.9%	11.1% - 12.2%	8.9% - 9.8%	1.2
Bay of Plenty	16.4%	7.1%	16.9% - 18.4%	6.4% - 7.1%	2.4
Canterbury	4.1%	12.1%	3.9% - 4.4%	12.1% - 13.0%	0.4
Central	5.6%	6.2%	5.4% - 5.7%	6.2% - 6.7%	0.9
East Coast	11.2%	4.5%	10.2% - 12.7%	3.5% - 4.5%	2.6
Nelson	2.3%	5.2%	1.8% - 2.2%	4.9% - 5.9%	0.5
Northland	10.2%	3.7%	10.5% - 11.2%	3.3% - 3.5%	2.9
Southern	3.4%	10.4%	2.9% - 3.8%	10.0% - 11.9%	0.4
Taranaki	8.0%	5.5%	8.1% - 8.8%	5.4% - 5.7%	1.5
Waikato	8.4%	6.4%	8.3% - 9.0%	6.1% - 6.6%	1.3
Wellington	6.3%	9.2%	6.6% - 7.0%	8.7% - 9.6%	0.7

The regions with a high density (i.e. the average ratio is greater than 1.0) of registered Māori unemployed compared with non-Māori are:

- Northland
- East Coast
- Bay of Plenty
- Taranaki
- Waikato
- Auckland South

Over the period October 1999 to December 1999, the regional proportion of Māori unemployed, and their distribution across the country remained relatively static with the greatest range in percentage terms being less than 3%.

Composition of the Registered Unemployed

There are two aspects of the composition of the Māori and non-Māori unemployment register. The first aspect is the number, at any point in time, of Māori and non-Māori unemployed. The second aspect is how long those people who are on the unemployment register have been unemployed (referred to as duration). Duration is calculated by dividing the total number of days that those on the unemployment register have been unemployed by the total number of people on the register.

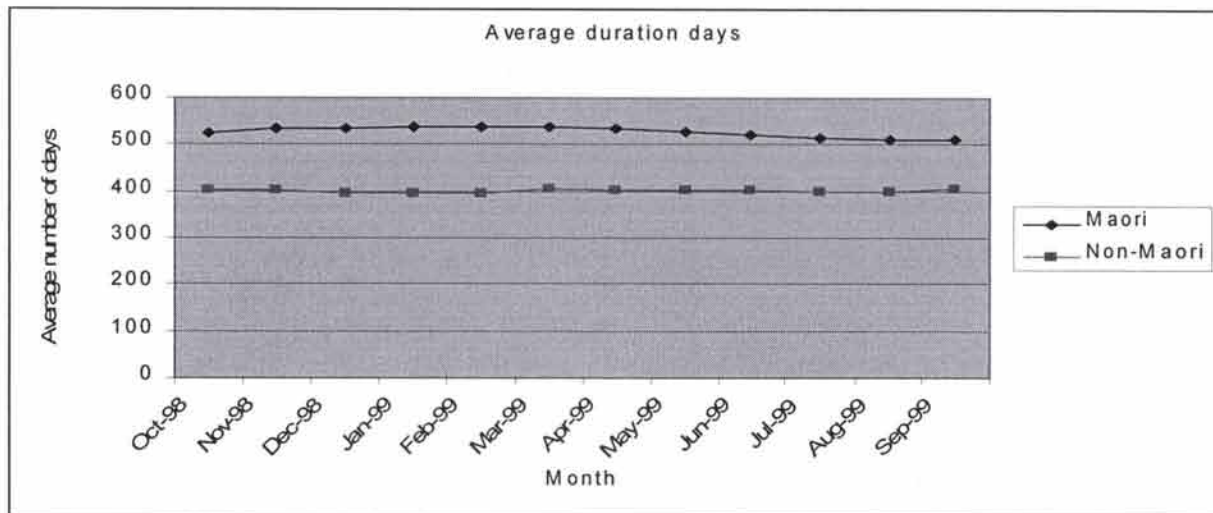
Initial analysis of DWI data about the growth in duration for Māori and non-Māori unemployed over the period October 1998 to October 1999 shows that growth in Māori and non-Māori duration¹² has been accelerating since about March 1999 at almost identical rates. Taking October 1998 as a base month, the rate of increase in terms of the number of registered unemployed Māori and duration has increased, but *at different rates* during the period of measurement¹³. The fact that both duration and the numbers of people unemployed have increased over the period suggests that those Māori already on the register are tending to stay there.

This trend is more pronounced for Māori than for non-Māori, as shown in Figure 3. The difference in the average duration for Māori and non-Māori over the period October 1998 to September 1999 is 126 days. Because duration is a cumulative measure it can be inferred that Māori people are remaining on the unemployment register (and so 'building up' their unemployment duration) for longer than non-Māori.

¹² The way duration was calculated was as a ratio of the total number of days unemployed to the total number of unemployed, because changes in duration, a cumulative figure, could be a result of changes in either measure.

¹³ The growth rate in duration was less than that of number of Māori unemployed

Figure 3: Average duration days – Māori versus non-Māori



Programme Interventions and Employment Programmes

Employment programmes refer to those programme based activities that are intended to assist job seekers towards the goal of employment. Analysis of Māori participation across a range of employment programmes shows that the average proportion of participation by Māori is 38.7% of the total number of participants in the programme¹⁴. Very high participation rates are shown in those programmes that are specifically targeted at Māori, such as Māori Youth and Wahine Pakiri. However, high participation rates for Māori also occur in some of the mainstream programmes - for example Residential Motivational Training (64.6%), Youth Action (56.3%) and the Transition to Work seminar (57.6%).

A comparison between Māori and non-Māori participation shows that Māori participation in these programmes is on a much greater basis across most programmes than for non-Māori (relative to their proportions of total registered unemployed). There are only a few programmes where the proportion of participating non-Māori (as a proportion of the non-Māori population) is greater than the comparable Māori population. Even then, the participation ratio is close to 1:1. This result suggests that Māori are more likely to be taking part in an organised Client Development Activity¹⁵ than non-Māori. Over half (50.5%) of the Māori registered unemployed population for the time series analysed had participated in a Client Development Activity compared with 34.2% of non-Māori¹⁶.

Implications for the DWI Māori Strategy

The implications of the analysis of the income support and employment profile of Māori suggests that the Māori Strategy needs to:

- recognise possible gains from achieving positive results with Māori clients;
- focus on income support beneficiaries where Māori are represented in high proportions (that

¹⁴ Source: Baseline Report on the Department of Work and Income's work with Māori, May 2000.

¹⁵ Client Development Activities are all those activities which are intended to assist clients towards the ultimate goal of employment. This encompasses a wide range of services and programmes. Employment programmes are a subset of this.

¹⁶ Source: Baseline Report on the Department of Work and Income's work with Māori, May 2000.

is, Domestic Purposes Benefit Job Seeker and Community Wage Job Seeker);

- take into account the different duration patterns between Māori and non Māori;
- take into account the geographic distribution of the Māori population;
- take into account the demographic variations within the Māori customer base (for example, Youth, Women, Urban Disadvantaged, Rural Disadvantaged);
- consider the different employment markets in each region;
- assess and analyse which Customer Development Activities and programme interventions have continued to improve Māori customer outcomes; and
- examine the delivery process to determine what arrangement produces continued improved outcomes for Māori clients.

Government's Key Goals and Department of Work and Income Objectives for Māori

Key Goals

The Government has developed Key Goals to guide sector policy and performance, all of which relate to the work of the Department. The goals are to:

1. *Strengthen national identity and uphold the principles of the Treaty of Waitangi*
2. *Grow an inclusive innovative economy for the benefit of all*
3. *Restore trust in Government and provide strong social services*
4. *Improve New Zealanders' skills*
5. *Close the gaps for Māori and Pacific people in health, education, employment and housing.*

In respect of the first goal, the Department must develop an understanding of what the Treaty of Waitangi means in terms of its obligations as a Crown agent. At the high level, the Department recognises that for the provision of its services, it means:

- the Government is the executive decision making body of New Zealand and as such, it has deemed that special attention must be given by all of its agencies to address the economic and social disparities for Māori (Article I)¹⁷
- Māori must be involved in the development, design and delivery of policies and services meant to increase the potential for achieving positive outcomes for Māori and to reduce economic and social disparities (Article II)
- Māori, as citizens of New Zealand, are entitled to access any and all services and programmes provided by the Government and through its agencies (Article III).

In respect of the remaining goals, the Department must understand the 'collective nature' of Māori social structures - as individuals within a collective (whanau and hapu), responsible and responsive to a collective, with obligations to ensure the well being of the collective. The Department must recognise that individualised service provision does not take this into account. A key focus of the Department should therefore be to support self-determination for whanau, hapu and iwi.

Employment Strategy

Achieving improved employment outcomes for disadvantaged Māori job seekers

The employment strategy agreed to by Cabinet on 19 June has two underlying objectives – minimising the incidence of persistent disadvantage in the labour market, and maximising the opportunity for all participants to achieve their full potential [CAB(00) M21/2E refers]. A key goal of that strategy is to improve participation in employment for Māori and Pacific people. It

¹⁷ Government Strategic Priority 2 – to "...significantly improve the health, employment, education and housing status of Māori by ensuring better targeting and delivery of services.

recognises the relatively poor labour market experiences of Māori overall and their disproportionate representation amongst the unemployed, particularly the long-termed unemployed. It also recognises that, whilst there is an equal need to improve the participation of all groups at risk of long-term and persistent unemployment, there is a need for specific solutions for Māori.

Department of Work and Income Objectives for Māori

In the 2000/2001 Chief Executive Performance Agreement it was agreed that the Department will contribute to the Government Key Goal to: Close the Gaps for Māori and Pacific people in health, education, employment and housing by:

- Developing and implementing a Māori strategy that addresses the obligations of the Department under the Treaty of Waitangi and responds to the needs and circumstances of Māori and Iwi;
- Establishing meaningful and lasting partnerships with Māori;
- Identifying what the Department needs to do to support the principles of the Treaty of Waitangi;
- Developing and implementing Pacific Strategy that addresses the needs and circumstances of Pacific people and communities;
- Enhancing core service delivery to improve social and stable employment outcomes of Māori and Pacific clients;
- Contributing to better co-ordination of strategies across sectors so that we may reduce the gaps that currently divide our society;
- Supporting and developing the capacity of Māori communities to develop self determining solutions;
- Enhancing service provision relationships with Māori providers through greater regional purchase strategies;
- Building the community providers' capacity and local jobs opportunities.

Issues and Options

Māori disparity, the income support and employment profile of Māori and Government's key goals raise a number of issues that must be taken into account by the Department in developing a strategic response for Māori. The table below identifies the issues the Department thinks are critical to reducing employment disparity for Māori and supporting Iwi, hapu, whanau and Māori development. Alongside them are the options for managing these issues. These options have been identified based on the Department's understanding of what works best for Māori clients.

The Department recognises that a range of causes drives these issues. Some of these causes relate to the Department's work and others relate to the area of interest of other Government departments. The Department has identified options in respect of all these causes. Where the cause relates to areas of work of other Government departments, the option reflects what the Department wants from their combined effort.

ISSUES	OPTIONS
Māori have different ways of obtaining information on the Department's services	<ul style="list-style-type: none"> • Information is made available through networks that reach Māori • Information is tailored to fit these networks
Māori have difficulty accessing the Department's services, particularly in rural areas	<ul style="list-style-type: none"> • Services are provided as near as possible to the recipients • Information required for eligibility for services can be provided through alternate and reliable mechanisms • Effective links are in place with social service providers to ensure Māori needs are effectively catered for • Māori are able to access assessment services from Māori organisations
Approximately one third of Māori beneficiaries are in receipt of the DPB	<ul style="list-style-type: none"> • Effective links are in place with family support providers to assist the parenting of children • Effective links are in place with family support and education providers to assist the education of the children • Effective links are in place with family support and education providers to assist the parents' education • Development assistance builds skills for definite work prospects
Approximately one third of Māori beneficiaries are in receipt of the community wage	<ul style="list-style-type: none"> • Effective links are in place with policy agencies to explore practical alternatives for use of benefit and initiatives money • Joint ventures enable practical alternatives for use of benefit and initiatives money

ISSUES	OPTIONS
<p>Māori unemployment is highest in Bay of Plenty, Auckland South, East Coast, Northland, Waikato and Taranaki</p>	<ul style="list-style-type: none"> • National purchasing strategies target areas of high Māori unemployment • Effective links are in place with Māori communities to build sustainable work opportunities • Effective links are established with purchaser / provider agencies to make the most of targeted assistance
<p>Māori stay on the unemployment register longer than non-Māori</p>	<ul style="list-style-type: none"> • Regional purchasing strategies target long term unemployed • Regional purchasing strategies provide for a flexible mix of early intervention, development and work-based programmes • Māori are able to access case management, placement and post-placement services from Māori organisations • Effective links are established with Māori organisations to jointly provide case management, placement and post-placement services
<p>Māori are more likely to be employed in elementary occupations such as labouring and manufacturing</p>	<ul style="list-style-type: none"> • Sustainable work opportunities are identified for Māori • Māori communities are assisted to build local work opportunities • Effective links are established with economic development agencies to foster and support local work opportunities
<p>Māori tend to have poorer outcomes from training programmes than non-Māori (except for motivational or confidence building courses)</p>	<ul style="list-style-type: none"> • Regional purchasing strategies provide for training programmes that prepare Māori for sustainable work opportunities • Māori are able to access training programmes designed and delivered by Māori organisations • Effective links are established with Māori organisations to jointly provide training programmes
<p>The Department has to acknowledge why Māori organisations may want to enter into partnerships with DWI and what both parties want to achieve from the relationship</p>	<ul style="list-style-type: none"> • The Department operates in accordance with the principles of the Treaty of Waitangi • Effective links are established with policy agencies to agree on the desired outcomes for partnerships • The Department recognises and acts within known legal and policy constraints
<p>The Department needs to have skilled people and adequate resources to implement the Māori strategy</p>	<ul style="list-style-type: none"> • The Māori strategy is fully integrated with the Department's Strategy and Capability Framework • Responsibility for implementing specific initiatives is assigned to relevant cost centres and to positions with sufficient authority to implement them • Funding and resources are made available to fully implement the initiatives • The Leadership Team has collective ownership of the objectives for the Māori strategy

ISSUES	OPTIONS
<p>The Department must align its work with Māori with Government's goals and the strategic direction of other Government departments</p>	<ul style="list-style-type: none"> • The Department establishes effective links with policy agencies to align their respective strategic objectives for Māori • The Department ensures the Māori strategy aligns with Government and departmental strategic objectives

The Department of Work and Income Response

Departmental Key Priorities

In order to contribute to the achievement of Government's key goals (particularly in collaboration with other agencies), the Department has developed a Strategy and Capability Framework. In addition to aligning DWI services and programmes to Government's Key Goals, the Strategy and Capability framework provides performance assurance both for meeting performance targets and ensuring that DWI has the underlying capability to sustain performance into the future. Through this framework, DWI has identified its particular contribution to Government's key goals by establishing the following key priorities for the department:

- **Key Priority 1:** To increase people's capacity to participate in community life through providing eligibility information and income support;
- **Key Priority 2:** To increase the movement of job-seekers into employment with priority for the long-term unemployed, particularly Māori, Pacific Peoples and people with disabilities;
- **Key Priority 3:** To close employment gaps by establishing partnerships with Māori for developing self-determining solutions;
- **Key Priority 4:** To close employment gaps by strengthening Pacific Peoples and other priority communities through intersectoral and community partnerships;
- **Key Priority 5:** To protect the Government's Ownership Interests through effective and efficient delivery of all of DWI's services, and by ensuring DWI's strategic capability is maintained.

Departmental Outcomes for Māori

The Departmental key priorities focus the Department on achieving the most important goals for its clients and for the New Zealand public. They also make it clear that the Department considers its work with Māori to have high importance.

To support this, and to address the issues that have been identified, DWI has developed specific outcome statements for Māori. These define the results that DWI desires for its Māori clients, through the provision of income and employment services. The outcomes are:

- Outcome 1: Increased capacity within Māori to develop self-determining solutions
- Outcome 2: Reduced levels of long term unemployment for Māori
- Outcome 3: Improved employment outcomes for Māori Youth
- Outcome 4: Increased participation of Māori in training and education
- Outcome 5: Enhanced access for rurally disadvantaged Māori to employment services and social services provision

The Department's response to achievement of these outcomes will be, of necessity, multi-dimensional. Focus of direction and effort will be guided by principles that ensure that the provision of advice to Government, the development and conduct of key relationships (with other government agencies and with Iwi) and the development and implementation of practical, results based programmes and interventions are consistent with Government's key goals and the Department's desired outcomes for Māori.

Specifically, the approaches and solutions proposed should:

- Be designed in such a way that the outcomes sought for Māori can be clearly and transparently measured;
- Provide a specific focus on Māori;
- Involve Māori working with Māori;
- Provide an investment in long term relationships with Iwi and other providers, and establish long term goals;
- Contribute to the achievement of the DWI Purchase Agreement stable employment targets;
- Ensure that the accountability mechanisms are departmental-wide; and
- Ensure that explicit, high level leadership is provided.

Key Strategies to achieve outcomes for Māori

DWI has developed twelve key strategies designed to achieve the desired outcomes for Māori that are designed to ensure focus, accountability and transparency along with a longer term investment in partnership approaches. The strategies are:

- Development of partnership responses with Iwi in the delivery of DWI services
- Creation of “joint venture” approaches to service delivery with Māori organisations
- Contracting out of case management services for Māori unemployed to Māori services providers and Iwi
- Contracting out of training provision for Māori clients to Māori training providers
- Implementation of early intervention programmes for recently registered unemployed Māori who are at risk of becoming long term unemployed
- Provision of “In Work Support” for Māori clients who have rejoined the workforce
- Introduction of “Whanau Case Management” services within DWI
- Increased servicing of remote and isolated communities
- Collaboration with other Government agencies in the delivery of initiatives for Māori
- Development and expansion of existing DWI employment programmes
- Broker an increased share of listed job vacancies to Māori clients
- Promote self-employment options for Māori through increased brokerage of self-employment programmes.

Supporting each of these strategies is a set of national objectives designed to drive the delivery of each strategy. Each strategy contains a set of specific deliverables and measures designed to achieve the outcomes that DWI is seeking for Māori. A matrix of these deliverables is set out in Appendix A. In addition, there is a wide range of supporting Regional initiatives that are either currently in place, or will be developed and implemented each year. Examples of these regional initiatives are set out in Appendix B.

The relationship between the Department’s key priorities, the DWI outcomes for Māori and the key strategies to achieve the outcomes is set out in Appendix C.

Linkages between the DWI Māori Outcomes and Key Strategies

		DWI Māori Outcomes				
		1. Increase capacity within Māori to develop self-determining solutions	2. Reduced levels of long term unemployment for Māori*	3. Improved employment outcomes for Māori youth*	4. Increased participation of Māori in training and education	5. Enhanced access for rurally disadvantaged Māori to employment services & social services provision
KEY STRATEGIES	1. Development of partnership responses with Iwi in the delivery of DWI services	✓✓	✓	✓	✓	✓
	2. Creation of "joint venture" approaches to service delivery with Māori organisations	✓✓	✓	✓	✓	✓
	3. Contracting out of case management services for Māori unemployed who are at risk of becoming long term unemployed	✓	✓✓	✓✓	✓✓	
	4. Contracting out of training provision for Māori clients to Māori training providers	✓	✓✓	✓✓	✓✓	
	5. Implementation of early intervention programmes for recently registered unemployed Māori who are at risk of becoming long term unemployed		✓✓	✓✓	✓✓	
	6. Provision of "In Work Support" for Māori clients who have rejoined the work force		✓✓	✓✓		
	7. Introduction of "Whanau Case Management" services within DWI	✓	✓✓	✓✓	✓✓	✓
	8. Increased servicing of remote and isolated communities	✓	✓	✓	✓	✓✓
	9. Collaboration with other Government agencies in the delivery of initiatives for Māori	✓	✓	✓	✓	✓
	10. Development and expansion of existing DWI employment programmes		✓✓	✓✓	✓✓	
	11. Broker and increased share of listed job vacancies to Māori clients		✓✓	✓✓		
	12. Promote self employment options for Māori through increased brokerage of self employment programmes	✓✓	✓✓		✓✓	

Key:	✓✓ Primary linkage	✓ Also contributes
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* Includes a contribution to the DWI Purchase Agreement stable employment targets

Intent and Deliverables of the Key Strategies

Strategy 1: Development of partnership responses with Iwi in the delivery of DWI services

Intent

Giving effect to the principle of partnership is DWI's primary strategy for building capacity amongst Māori to develop self-determining solutions. Of the twelve DWI strategies, "partnership" provides an important opportunity in the longer term for achieving the Department's five Key Māori Outcomes. The concept of partnership between Iwi and the Crown is constitutionally supported by the Treaty of Waitangi, and provides for continuance beyond today's contracts and programmes.

For the Crown, the development of formal partnership agreements between the Department and Iwi provide a platform for growing capacity among Iwi groups in order to transfer resource and accountability for delivery of income and employment services.

In the first instance, partnership should facilitate the delivery of current DWI services within a Māori context, environment or dimension. This provides the opportunity for both Iwi and the Department to learn from each other and to collaboratively pursue mutual objectives for our people.

The second phase of partnership seeks to transfer resource and accountability for delivery to Iwi so that the development of self-determining solutions (by Māori for Māori) becomes a reality.

This section outlines the Department's intent with regard to partnership with Iwi. Partnerships that involved transfer of funding and accountability may be subject to Ministerial approval. The Department will develop a partnership model which will include the development of an approval process.

Linkages to DWI Māori Outcomes

This strategy links primarily to DWI Māori Outcome 1:

- Increased capacity within Māori to develop self-determining solutions.

The strategy also contributes to DWI Māori Outcomes 2, 3, 4 and 5:

- Reduced levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth
- Increased participation of Māori in training and education
- Enhanced rural access for rurally disadvantaged Māori to social services

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Develop a service delivery partnership model of Iwi/DWI management of Work and Income services 	<ul style="list-style-type: none"> ▪ Partnership model developed by 31 March 2001
<ul style="list-style-type: none"> ▪ Establish delivery partnerships with Iwi 	<ul style="list-style-type: none"> ▪ One delivery partnership established per Region (average) by 30 June 2001 (13 nationally) ▪ Two delivery partnerships established per Region (average) by 30 June 2002 (26 nationally) ▪ Three delivery partnerships established per Region (average) by 30 June 2003 (39 nationally)
<ul style="list-style-type: none"> ▪ Transfer of accountability for delivery of services under partnership agreements to Iwi 	<ul style="list-style-type: none"> ▪ Accountability transferred within five years of partnership commencement¹⁸

¹⁸ Transfer foresees agreement to transfer resource and capability to deliver Work and Income services to Iwi, with the exception of Income support payments, subject to Government approval.

Strategy 2: Creation of "Joint Venture" approaches to service delivery with Māori organisations

Intent

To develop joint ventures with Māori organisations that achieve improved employment outcomes for Māori, through focused contracting and purchasing arrangements. Based on existing relationships with local agencies and Māori organisations at a regional and local level, the Department recognises the importance of working with Māori in the delivery of its services to Māori.

This strategy highlights the importance of working with a range of agencies at a local level and Māori in particular, to co-ordinate local strategies, objectives and resources to reduce Māori unemployment. This strategy is focused on establishing joint ventures with Māori organisations as past experience has shown that Māori service delivery models achieve results for Māori who utilise those services particularly in organisations where there is greater access to a wider range of social, and medical services.

Linkages to DWI Māori Outcomes

This strategy links primarily to DWI Māori Outcome 1:

- Increased capacity within Māori to develop self-determining solutions.

The strategy also contributes to DWI Māori Outcomes 2, 3, 4 and 5:

- Reduced levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth
- Increased participation of Māori in training and education
- Enhanced rural access for rurally disadvantaged Māori to social services

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Develop an approach that facilitates the establishment of joint ventures with Māori organisations 	<ul style="list-style-type: none"> ▪ Approach developed by 31 March 2001
<ul style="list-style-type: none"> ▪ Identify regional joint venture opportunities in order to deliver other strategies 	<ul style="list-style-type: none"> ▪ Identify potential and establish at least one joint venture per Region (average) by 30 June 2001 (13 nationally)
<ul style="list-style-type: none"> ▪ Deliver DWI services for Māori through joint ventures with Māori organisations 	<ul style="list-style-type: none"> ▪ DWI services delivered through joint ventures with Māori organisations for 5% of Māori unemployed by 30 June 2004

Strategy 3: Contracting out of case management services for Māori unemployed to Māori service providers and Iwi

Intent

The intention of the strategy is to trial and evaluate options for contracting out of case management services for Māori unemployed. Compared with non-Māori, Māori job seekers are more likely to become and remain long term unemployed. Māori face multiple barriers to employment, some of which cannot be addressed by DWI alone. Iwi and Māori organisations have access to a different and sometimes wider range of support mechanisms (in some cases on site), than DWI can offer. Māori providers are also able to provide an alternative service delivery option for Māori, that is delivered in a culturally appropriate environment and culturally appropriate way. These attributes create the potential for achieving successful employment outcomes for Māori job seekers.

DWI is already testing the contracting out of case management of some Māori in Waikato and the East Coast. Early reports on the Waikato initiative suggest that the Iwi organisation involved has been successful in supporting and placing a high proportion of Māori clients into further education, training and employment opportunities. DWI proposes to build on this success by working with Iwi and Māori providers in other regions to identify the potential for further contracting out of case management.

In this context, case management is defined as including elements of income services (providing information on: the range of assistance available, entitlement to that assistance and other support, and advice including referrals to social services) and elements of employment services (assessment of employment barriers/needs, developing client plans and capacity, matching/referrals to training, work and/or community opportunities, provision of in-work support).

The Department could either contract with Iwi/Māori to deliver all or components of the above or contract with providers to achieve particular outcomes, without specifying the level or type of services being delivered. This would enable provider-driven solutions to evolve and take account of local job seeker needs, the availability and capacity of providers, and local labour market conditions.

Linkages to DWI Māori Outcomes

This strategy links primarily to DWI Māori Outcomes 2,3 and 4:

- Reduced levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth
- Increased participation of Māori in training and education

It also contributes to DWI Māori Outcomes 1 and 5:

- Increased capacity within Māori to develop self-determining solutions
- Enhanced rural access for rurally disadvantaged Māori to social services

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Develop a framework for the contracting out of all or some elements of case management 	<ul style="list-style-type: none"> ▪ Framework developed by 31 March 2001
<ul style="list-style-type: none"> ▪ Establish service contracts for case management with Iwi/Māori Organisations 	<ul style="list-style-type: none"> ▪ One case management service contract established per Region (average) by 30 June 2001 (13 nationally) ▪ Two case management service contracts established per Region (average) by 30 June 2003 (26 nationally) ▪ Three case management service contracts established per Region (average) by 30 June 2005 (39 nationally)
<ul style="list-style-type: none"> ▪ Establish service contracts for case management with Iwi/Māori Organisations that target Māori Youth 	<ul style="list-style-type: none"> ▪ 25% of Māori Youth are case managed by a Māori service provider/Iwi, by 30 June 2005
<ul style="list-style-type: none"> ▪ Increase placement of Māori into employment and stable employment 	<ul style="list-style-type: none"> ▪ Māori employment/stable employment placements increased by 200 per annum, by June 2002
<ul style="list-style-type: none"> ▪ Increase the participation of Māori in training and education 	<ul style="list-style-type: none"> ▪ Participation of Māori in training and education increased by 3% by 30 June 2003 ▪ Participation of Māori in training and education increased by 7% by 30 June 2005

Strategy 4: Contracting out of training provision for Māori clients to Māori training providers

Intent

DWI intends to enhance the training opportunities available to Māori by contracting with iwi and Māori Training Providers to deliver training to Māori clients. The Department already contracts Māori providers to deliver a range of motivational, job search and pre-employment seminars; specific skills training, on the job training; and training linked to placements into further education, training or employment opportunities. Evaluations suggest that Māori trainees benefit from courses run by Māori providers that are not only relevant to their training needs but also strengthen their cultural identity, consider their needs in an holistic manner and enable both personal and skills development.

This strategy will involve further contracting out of training delivery to Māori providers. It will also involve the Department working with other government agencies, such as Te Puni Kokiri, on provider development to increase the capacity of Māori Training Providers and the number that are successfully gaining training contracts.

This strategy aims to:

- Ensure that relevant, appropriate and adequate training services are available for Māori clients, delivered by Māori in a Māori way.
- Ensure that DWI resources training that is relevant, strengthens participants cultural identity, is consistent with the principles of the treaty, and considers the participants needs in an holistic manner, that enables both personal and skills development.
- Increase the number of Māori Training Providers with the capacity and capability to contract with a range of government agencies to delivery services to Māori and improve education, training and employment outcomes.

Linkages to DWI Māori Outcomes

The strategy primarily links to DWI Māori Outcomes 2, 3 and 4:

- Reduce levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth
- Increased participation of Māori in training and education

The strategy also contributes to DWI Māori Outcome 1:

- Increased capacity within Māori to develop self-determining solutions

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Develop a pricing framework for Māori training provision 	<ul style="list-style-type: none"> ▪ Pricing framework developed by 31 March 2001
<ul style="list-style-type: none"> ▪ Establish training contracts with iwi/Māori Service Providers that place emphasis on Māori Youth and Māori long-term unemployed 	<ul style="list-style-type: none"> ▪ One training contract established per Region (average) by 30 June 2001 (13 nationally) ▪ Two training contracts established per Region (average) by 30 June 2003 (26 nationally) ▪ Three training contracts established per Region (average) by 30 June 2005 (39 nationally)
<ul style="list-style-type: none"> ▪ Increase the participation of Māori in training and education 	<ul style="list-style-type: none"> ▪ Participation of Māori in training and education increased by 3% by 30 June 2003 ▪ Participation of Māori in training and education increased by 7% by 30 June 2005

Strategy 5: Implementation of early intervention programmes for recently registered unemployed Māori who are at risk of becoming long-term unemployed

Intent

This strategy focuses on developing early intervention programmes for Māori who are at risk of long term unemployment. Given that Māori are more likely to become and remain long term unemployed, it makes sense to target Māori early for intervention. Furthermore, the longer that job seekers remain unemployed, the more expensive successful intervention becomes.

Currently, Work Track is the only DWI early intervention programme targeting new job seekers who are identified as at risk of long term unemployment. Work Track is a three-week intensive programme aimed at providing practical job search skills to secure work as quickly as possible. Preliminary evaluation results suggest that Work Track is successful for participants, particularly Māori. Māori who participate in Work Track are overall almost twice as likely to find work than Māori who did not participate. There are also regional variations, for example Work Track has had an overwhelmingly positive result in Auckland South compared with modest results in Canterbury.

It is proposed that the DWI expand Work Track for Māori, in particular locations as determined by the results of the evaluation. However, in order to do this, DWI requires additional funding. This will be sought as part of the GAPS contingency bid process.

The strategy also may involve further investigation and trial of other early intervention initiatives as part of regions responding to local labour market needs.

Linkages to DWI Māori Outcomes

The strategy primarily links to DWI Māori Outcomes 2, 3 and 4.

- Reduced levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth
- Increased participation of Māori in training and education

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Extend the DWI Work Track programme 	<ul style="list-style-type: none"> ▪ 10 new work track sites established by December 2001
<ul style="list-style-type: none"> ▪ Increase the participation of Māori in training and education 	<ul style="list-style-type: none"> ▪ Participation of Māori in training and education increased by 3% by 30 June 2003 ▪ Participation of Māori in training and education increased by 7% by 30 June 2005
<ul style="list-style-type: none"> ▪ Develop an early intervention strategy for Māori Youth 	<ul style="list-style-type: none"> ▪ Early intervention strategy for Māori Youth developed by February 2001
<ul style="list-style-type: none"> ▪ Reduce the ratio of Māori 0–26 weeks registered unemployed becoming 26+ weeks registered unemployed 	<ul style="list-style-type: none"> ▪ Ratio reduced for 26+ week Māori participants of the Work Track programme by 20% by 30 June 2005
<ul style="list-style-type: none"> ▪ Increase the level of participation by Māori in early intervention programmes 	<ul style="list-style-type: none"> ▪ Participation rates for Māori in early intervention programmes increased by 30% by July 2002

Strategy 6: Provision of "In Work Support" for Māori clients who have rejoined the workforce

Intent

The provision of assistance to clients who move from benefit to work can significantly improve an individual's likelihood of stable employment. In work support seeks to ensure that a client receives all the financial assistance they are entitled to (for example accommodation supplement and family assistance), and support/mentor them in managing issues (e.g. child care) which arise throughout the transition period of settling into fulltime work.

The range of assistance required by clients varies according to a number of factors including: family composition, previous work experience, availability of local services, availability of whanau support, overall financial situation and the suitability of the job for the client. In work support has to provide, or be able to connect the client with services relative to their in-work support needs.

Particular strengths of in work support for Māori:

- face-to-face contact and an ongoing relationship with an in-work support co-ordinator/mentor is especially important for Māori in urban areas who may be isolated from whanau support
- Māori are the most economically and socially disadvantaged, thus many are likely to be entering lower paid employment and to face difficulties associated with this.

DWI has delivered a Government pilot of Post Placement Support for sole parents, which is currently being evaluated. This pilot trialed the contracting out of ongoing in work support to community groups, with DWI managing the income support assistance. Another pilot that focuses on exit management (a one off pilot as opposed to an ongoing intervention) is currently underway.

This strategy involves:

- enhancing existing exit management processes to ensure Māori clients receive information about all the financial assistance they are entitled to; and
- a new initiative to contract Māori service providers to provide post placement mentoring and support to Māori with significant barriers to employment.

Linkages to DWI Māori Outcomes

This strategy is linked primarily to DWI Māori outcomes 2 and 3:

- Reduced levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Develop an in work support model and purchasing specifications 	<ul style="list-style-type: none"> ▪ In work support model and purchasing specifications developed by March 2001
<ul style="list-style-type: none"> ▪ Increase the participation of Māori in training and education 	<ul style="list-style-type: none"> ▪ Participation of Māori in training and education increased by 3% by 30 June 2003 ▪ Participation of Māori in training and education increased by 7% by 30 June 2005
<ul style="list-style-type: none"> ▪ Increase the duration of Māori employment 	<ul style="list-style-type: none"> ▪ For Māori clients, increase the success rate of referrals to potential stable employment opportunities to the same level as that achieved by non-Māori clients by 30 June 2005
<ul style="list-style-type: none"> ▪ Increase the percentage of long term unemployed Māori and Māori Youth leaving the register with in work support 	<ul style="list-style-type: none"> ▪ Number of long term unemployed Māori and Māori Youth leaving the register with in work support will be 750 per annum by June 2002
<ul style="list-style-type: none"> ▪ Contract with organisations to provide in work support to Māori clients 	<ul style="list-style-type: none"> ▪ 5 contracts established by July 2001 ▪ 15 contracts established by December 2001
<ul style="list-style-type: none"> ▪ Increase the take-up by Māori of low income assistance 	<ul style="list-style-type: none"> ▪ By 30 June 2005, 70% of Māori who have rejoined the work force receive the low income assistance that they are entitled to

Strategy 7: Introduction of Whanau Case Management services within DWI

Intent

This strategy recognises the need to strengthen the role of whanau in improving employment and social outcomes for Māori. This may involve both working with whanau groups of unemployed job seekers and/or including the wider whanau in the case management of Māori. It is expected that this approach will provide wider support networks and opportunities for addressing both barriers to employment and social disadvantage, and it incorporates the development of initiatives to prevent intergenerational dependency. This strategy also provides an alternative model to deliver to whanau many of the initiatives described in the other key strategies.

The Department of Work and Income will deliver this strategy as an extension of its current case management delivery model. The whanau case management model focuses on providing integrated income support and employment services using one point of contact to work directly with a group of Māori clients with whanau connections. This strategy will identify initiatives and approaches for engaging with and delivering services to whanau including:

- Informing whanau of the range of assistance that is available and of their entitlement to that assistance
- Informing whanau of their rights and obligations
- Assessing and paying income support, grants and allowances as eligible
- The development of individual and whanau agreements for clients who wish to access employment services and tailoring plans to their individual and group needs and circumstances
- Providing information and referral to available social, community and employment services (including utilising the Strengthening Families mechanism)
- Employment-related case management through the provision of seminars to assist work readiness, matching clients with job vacancies, referral and brokerage into jobs and obtaining vacancies, training or other opportunities.
- Where appropriate referral to, payment and monitoring of wage subsidies and grants
- The development of strategies to limit and prevent youth unemployment and benefit dependency by focusing on the transition from school to work.

Linkages to DWI Māori Outcomes

This strategy is linked primarily to DWI Māori Outcomes 2, 3 and 4:

- Reduced levels of long term unemployment for Māori.
- Improved employment outcomes for Māori youth
- Increased participation of Māori in training and education

The strategy also contributes to DWI Māori Outcomes 1 and 5:

- Increase capacity within Māori to develop self-determining solutions
- Enhanced access for rurally disadvantaged Māori to social services provision

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Develop a whanau case management service delivery model 	<ul style="list-style-type: none"> ▪ Whanau case management service delivery model developed by June 2001
<ul style="list-style-type: none"> ▪ Deliver whanau case management services in all regions 	<ul style="list-style-type: none"> ▪ Whanau case management services delivered in all regions by June 2002
<ul style="list-style-type: none"> ▪ Develop initiatives for youth transitioning from school to work to prevent/limit unemployment and benefit dependency 	<ul style="list-style-type: none"> ▪ Integrate successful youth transition initiatives into the Whanau case management model by 30 June 2002 ▪ 100% of Māori youth included in Whanau case management will have a client plan by 30 June 2001
<ul style="list-style-type: none"> ▪ Increase the participation of Māori in training and education 	<ul style="list-style-type: none"> ▪ Participation of Māori in training and education increased by 3% by 30 June 2003 ▪ Participation of Māori in training and education increased by 7% by 30 June 2005

Strategy 8: Increasing servicing of remote and isolated communities

Intent

DWI aims to address some of the difficulties that Māori living in rural and isolated communities have in accessing DWI and other government services, and in achieving employment outcomes, by increasing servicing of those communities.

New Zealanders in rural communities face barriers to employment services and employment outcomes. In particular many of these locations do not have high numbers of labour market opportunities or transport to the nearest town. DWI needs to identify opportunities for supporting job seekers towards employment, including job creation, self-employment and business opportunities.

The strategy is focussed on ways in which DWI services can be easily accessible and appropriate, ways in which DWI can work with other agencies and social service providers to increase accessibility of their services, and DWI utilising existing programmes to meet the needs of job seekers in rural locations. A range of approaches will be used including:

- Co-ordinating with other government agencies specific dates, times and locations to deliver promotional information and services to people in rural communities. (This builds on existing activities such as CEMIS.)
- Delivering information and advice in an agreed location, e.g. on a marae, to ensure that Māori access information about DWI services and employment opportunities.
- Establishing joint ventures with Iwi/Māori, social service providers and communities to utilise their facilities to deliver services to DWI clients, e.g. DWI staff based part time within marae or other community facilities.
- Given that DWI is located in a number of rural areas where other agencies do not have a presence, providing access to DWI sites and facilities for other agencies from time to time, e.g. within the Heartlands proposal.
- Working with local Māori to either second or contract the delivery of DWI services to people in rural communities.
- Utilising existing programmes and services to meet the needs of job seekers in rural locations, for example, working with regional authorities or providing transport for workers to get to the next town for work each day.

Linkages to DWI Māori Outcomes

This strategy is linked primarily to DWI Māori Outcomes 5:

- Enhanced access for rurally disadvantaged Māori to social services provision

The strategy also contributes to DWI Māori Outcomes 1, 2, 3 and 4:

- Increase capacity within Māori to develop self-determining solutions
- Reduced levels of long term unemployment for Māori.
- Improved employment outcomes for Māori youth
- Increased participation of Māori in training and education

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Develop a strategy to co-ordinate delivery of Government services to isolated rural communities 	<ul style="list-style-type: none"> ▪ Strategy developed by June 2001
<ul style="list-style-type: none"> ▪ Identify unserviced rurally isolated communities and establish service level requirements 	<ul style="list-style-type: none"> ▪ Unserved rurally isolated communities and service level requirements identified by 31 March 2001
<ul style="list-style-type: none"> ▪ Guarantee access to work and income services for rurally isolated Māori through expanded mobile servicing 	<ul style="list-style-type: none"> ▪ Based on the service level requirements that have been identified, expand servicing of rurally isolated communities to provide 50% coverage by 30 June 2005 (subject to funding implications that are yet to be determined)
<ul style="list-style-type: none"> ▪ Increase participation of rurally isolated Māori in employment, education and training through delivery of expanded mobile servicing 	<ul style="list-style-type: none"> ▪ Participation increased by 30 June 2003

Strategy 9: Collaboration with other Government agencies in the delivery of initiatives for Māori

Intent

The Government expects that DWI will work closely with other government agencies to share strategies, resources and expertise to improve outcomes for Māori at a local level. Working together enables better design, development and implementation at a local level to address local issues, needs and circumstances. Given that all agencies can contribute to improving outcomes for Māori in a wide range of sectors, this strategy provides opportunities for agencies to build good practice across government, and work in a co-ordinated way with Iwi and Māori.

The Department acknowledges that Māori face multiple barriers to employment, some of which cannot be addressed by DWI alone. This strategy there is intended to combine the resources and expertise of different agencies to enhance service outcomes for Māori. To achieve this, the Department interacts with a wide range of agencies at many levels and for varying reasons, as follows:

- Purchase, Policy and Monitoring agencies – Department of Labour and Ministry of Social Policy who provide purchase and policy advice to the Minister of Social Services and Employment on income maintenance and labour market issues. Department of Prime Minister and Cabinet, The Treasury, State Services Commission and Te Puni Kokiri, who's roles in relation to DWI is to monitor and report on the Department's performance and key issues.
- Other government departments with a policy and operational function who are interested in groups within DWI's client group or have mutual clients.
- Central and Local Government at a regional and local level delivering government services to New Zealanders.

Opportunities exist to work with these agencies to create an environment at a purchase, policy and operational level to improve Māori employment opportunities and outcomes. Specifically this can occur through specific initiatives currently under development at a regional level and national level enhanced relationships. Specific initiatives include:

- Capacity building initiatives – working with Te Puni Kokiri at a national (representation on the Senior Officials Group) and regional level (intersectoral For a). This also involves working with Iwi/Māori organisations directly to build capacity through provider development, training for staff to improve their infrastructure, and contracting for the delivery of services.
- Local Employment Co-ordination – working with government and other agencies at a local level to identify and address local labour market issues, opportunities and needs. Māori LECs are being established throughout the country to provide an additional focus on being responsive to the needs of Māori.
- Joint Ventures and Local partnerships – central and local government, Iwi, Māori and other organisations (e.g. business, community and voluntary sector) are working together at a local level on job creation, local employment opportunities and initiatives to promote capacity building and improve Māori employment outcomes.

DWI regions will collaborate with other government agencies at the local level to plan, co-ordinate and deliver initiatives that contribute to improving outcomes for Māori. This will include the participation of all regions in the Regional Intersectoral Fora that are due to be established as part of the state sector wide strategy for capacity building and provider development. Regions may also be involved in initiatives co-ordinated by Local Employment Committees, or other inter-agency coalitions, that aim to respond to locally identified issues.

Linkages to DWI Māori Outcomes

This strategy contributes to the DWI Māori outcomes 1, 2, 3, 4 and 5:

- Increased capacity within Māori to develop self-determining solutions
- Reduced levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth
- Increased participation of Māori in training and education
- Enhanced rural access for rurally disadvantaged Māori to social services

Deliverables	Measures
<ul style="list-style-type: none"> ▪ DWI participation in Regional intersectoral fora 	<ul style="list-style-type: none"> ▪ DWI participation in Regional intersectoral fora has commenced by 30 September 2000
<ul style="list-style-type: none"> ▪ Improving the capability of Māori job seekers through joint venture initiatives with Skill NZ 	<ul style="list-style-type: none"> ▪ A pilot programme for the provision of continuous learning for Māori jobseekers for up to six months following their employment has been developed and delivered by 30 June 2001
<ul style="list-style-type: none"> ▪ In conjunction with the Ministry of Education, bridge the gap between secondary school education and employment. 	<ul style="list-style-type: none"> ▪ Delivery of bridging programmes to decile 1 to 4 schools has been piloted by 30 June 2002. The number and location of schools for the pilot programme are to be negotiated and agreed with the Ministry of Education.
<ul style="list-style-type: none"> ▪ Develop a protocol with the Department of Corrections to establish a process for co-ordinating delivery of services to mutual clients. 	<ul style="list-style-type: none"> ▪ Protocol signed by 31 January 2001.
<ul style="list-style-type: none"> ▪ Work with other agencies to promote participation in economic and social life and to strengthen communities 	<ul style="list-style-type: none"> ▪ DWI will continue to participate in Strengthening Families forums throughout the country.
<ul style="list-style-type: none"> ▪ Participate in Ministry of Economic Development Regional Programmes 	<ul style="list-style-type: none"> ▪ Participate in the Te Tai Rawhiti Development Taskforce ▪ Participate in other taskforces as they are established
<ul style="list-style-type: none"> ▪ Develop a formal protocol between DWI and the Community Employment Group to work through operational interface and transition issues and agree on how best to collaborate in the future on outcomes for mutual clients. 	<ul style="list-style-type: none"> ▪ Protocol to be signed and implemented by 22 December 2000
<ul style="list-style-type: none"> ▪ Work closely with the Department of Inland Revenue to improve the transition from benefit to work and access to assistance 	<ul style="list-style-type: none"> ▪ Target take-up figures to be negotiated with the Department of Inland Revenue by 31 March 2001
<ul style="list-style-type: none"> ▪ Increase opportunities for Māori job seekers through the development of partnerships with other Government agencies that support that agency's training and recruitment needs 	<ul style="list-style-type: none"> ▪ Five partnership initiatives developed by 30 June 2005

Strategy 10: Development and expansion of existing DWI employment programmes

Intent

There are a number of existing employment programmes that are targeted directly toward Māori clients (for example, Tane Atawhai and Hikoi ki Paerangi).

These programmes are well evaluated and have proven themselves over time to be effective training interventions. In addition, Regions have tailored their own programme responses for Māori drawing heavily on the experience of the past, while connecting more strongly with the individual needs of local communities.

The Cabinet and Ministerial guidelines for employment programmes and services provide scope for Regions to trial new employment initiatives that respond to emerging labour market needs and perceived gaps in existing programmes. In 2000/01, most regions will be trialing a small number of innovative work confidence, work search or skill development initiatives targeted to address the labour needs of specific groups of Māori clients.

Existing Residential Motivational training programmes also feature strongly in the range of options that work well for Māori participants in improving life skills and employment prospects.

The Limited Service Volunteer Programme is the most significant of these types of approaches, but has not been utilised to its full potential. It is planned to increase the participation of Māori Youth in this programme to take full advantage of current programme capacity, and additionally to build a stronger component of course follow-up between the case manager and participant to maximise course outcomes.

This strategy intends to further extend the success of existing programmes for Māori, while promoting the development of a greater variety of regionally tailored solutions.

Linkages to DWI Māori Outcomes

The strategy primarily links to DWI Māori Outcomes 2, 3 and 4:

- Reduce levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth
- Increased participation of Māori in training and education

Deliverables

Measures

<ul style="list-style-type: none"> ▪ Increased participation of Māori in targeted Māori training programmes 	<ul style="list-style-type: none"> ▪ Participation of Māori in training and education increased by 3% by 30 June 2003 ▪ Participation of Māori in training and education increased by 7% by 30 June 2005
<ul style="list-style-type: none"> ▪ Development of a wider range of training opportunities for Māori clients 	<ul style="list-style-type: none"> ▪ Increased investment of contracted services funding in training programmes targeted toward Māori by 30 June 2005
<ul style="list-style-type: none"> ▪ Maximise the use of the existing Limited Service Volunteer programme with the NZ Defence Force for young Māori 	<ul style="list-style-type: none"> ▪ Increase number of Māori youth participating in LSV to 48% by 30 June 2003 ▪ Increase number of Māori youth participating in LSV to 50% by 30 June 2005
<ul style="list-style-type: none"> ▪ Increase the participation of Māori youth in DWI employment products and services 	<ul style="list-style-type: none"> ▪ Māori youth will make up 40% of all Māori participants in DWI employment products and services by 30 June 2005
<ul style="list-style-type: none"> ▪ Enhanced case management follow-up for Māori clients following training programme completion 	<ul style="list-style-type: none"> ▪ All Māori who take part in residential motivational training have a client plan following their participation, by 30 June 2001 and every year thereafter

Strategy 11: Broker an increased share of listed job vacancies to Māori clients

Intent

DWI propose a twofold strategy aimed at improving both the number and percentage of Māori clients referred to job vacancies as well as the number of listed job opportunities that are likely to match with their skills and training.

Currently, Māori clients constitute 33.5%¹⁹ of all referrals to Subsidised Work opportunities and 29.3% of referrals to employment opportunities without wage subsidies – 30.4% of all referrals to employment opportunities. Māori clients currently represent approximately 30% of all registered unemployed.

Due to population demographics (younger population), the proportion of Māori clients seeking employment is relatively higher than non Māori.

This means that DWI must increase its performance for this client base simply in order to prevent the existing gap from growing wider. A significant shift in resources will be required to overcome both existing and future disparity figures. The purpose of this initiative is to increase the uptake of employment opportunities for Māori clients by:

- Focussing DWI on referring increasing numbers of Māori clients to employment opportunities.
- Ensuring that the Department captures increasing numbers of job opportunities that are likely to suit the skills of Māori client base
- Monitoring and ensuring that the 'success ratio' of these referrals is maintained (at a minimum) at current levels – currently 28.8% of all referrals of Māori clients to all employment opportunities result in a successful placement.

The proposed Māori referral volumes targets for the next 10 years are:

	F00/01	F01/02	F02/03	F03/04	F04/05	F05/06
Subsidised	20,716	21,545	22,406	23,303	24,235	25,204
Unsubsidised	55,638	57,307	59,026	60,797	62,621	64,500
TOTAL	76,354	78,645	81,004	83,434	85,937	88,515

By increasing the number of Māori clients referred to employment opportunities and retaining the overall number of referrals at a constant level, the proportion of employment opportunity referrals for Māori clients will grow considerably

	F00/01	F01/02	F02/03	F03/04	F04/05	F05/06
Subsidised	34.8%	36.2%	37.7%	39.2%	40.8%	42.4%
Unsubsidised	30.5%	31.7%	33.0%	34.3%	35.7%	37.1%
TOTAL	31.6%	32.8%	34.2%	35.5%	36.9%	38.4%

Linkages to DWI Māori Outcomes

This strategy primarily links to DWI Māori Outcomes 2 and 3:

- Reduced levels of long term unemployment for Māori
- Improved employment outcomes for Māori Youth

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Develop a profile of the vacancies that are likely to match the skills of Māori job seekers on the DWI register, by region 	<ul style="list-style-type: none"> ▪ Māori job seeker vacancy profile developed by June 2002
<ul style="list-style-type: none"> ▪ Increase listed vacancies to meet profile needs 	<ul style="list-style-type: none"> ▪ Listed vacancies to meet the needs of the Māori job seeker vacancy profile increased by 5% by December 2002
<ul style="list-style-type: none"> ▪ Increase job placements for Māori clients 	<ul style="list-style-type: none"> ▪ Job placements for Māori clients increased by 3% per year, every year for the next 5 years

¹⁹ Referral volumes; SOLO data F99/00

▪ Development of a Māori Labour Market profile by Regions	▪ Māori Labour Market profile by Regions developed by March 2002
▪ Introduce Māori Labour Market Analysis cadetships in DWI Regions	▪ One cadetship introduced per region by June 2001

Strategy 12: Promote self employment options for Māori through increased brokerage of self employment programmes

Intent

The strategy is intended to promote self-employment options for unemployed Māori by brokering access to self employment assistance.

Self-employment can provide a valuable employment option for Māori, particularly in areas where other employment opportunities are limited. However, establishing a new business is not an easy option.

Currently, Māori comprise only 27% of all DWI referrals to programmes designed to develop self employment opportunities. Although completion rates for these courses are similar for Māori and non Māori clients, the ultimate outcomes of these ventures for Māori clients do not compare favourably with non Māori.

Several agencies provide assistance to people establishing or running small businesses, including some programmes that have a specific focus on assisting Māori. Experience has shown that it is often difficult and time consuming for unemployed Māori to identify the various sources of assistance, agencies responsible, and criteria for assistance. DWI can perform a useful role in brokering access for Māori to the resources available in order to increase their chances of successfully establishing a business.

This strategy specifically aims to:

- provide information to Māori on the assistance available to support entry to self employment, including DWI's Enterprise Allowance scheme and Business Training and Advice Grant, and Be Your Own Boss programmes operated by enterprise agencies under contract to DWI.
- link Māori to other agencies that provide assistance and services to small businesses.

Linkages to DWI Māori Outcomes

The strategy is linked to DWI Māori Outcomes 1, 2 and 4:

- Increase capacity within Māori to develop self determining solutions
- Reduced levels of long-term unemployment for Māori.
- Increased participation of Māori in training and education

The strategy also contributes to DWI Māori Outcome:

- Improved employment outcomes for Māori Youth

Deliverables	Measures
<ul style="list-style-type: none"> ▪ Increase participation of Māori in the Be Your Own Boss programme 	<ul style="list-style-type: none"> ▪ Māori participation in Be Your Own Boss increased by 5% by 30 June 2005
<ul style="list-style-type: none"> ▪ Increase the take-up by Māori of the Enterprise Allowance programme 	<ul style="list-style-type: none"> ▪ Māori take-up of Enterprise Allowance increased by 5% by 30 June 2005
<ul style="list-style-type: none"> ▪ Work collaboratively with Te Puni Kōkiri and other organisations that offer self employment/business related assistance, to improve access to self employment assistance for Māori job seekers 	<ul style="list-style-type: none"> ▪ Model for working collaboratively developed by September 2001

Performance Targets and Key Indicators

Development of Performance Measures for the Māori Strategy

Performance Measures

Each of the 12 strategies in the Māori Strategy has specifically stated deliverables and measures that relate to the deliverables. The measures relate to increases in participation, increased outcomes, the development of new approaches or the number of delivery models established. The targets for these measures were developed based on a range of factors:

- Current outcome or participation levels for Māori.
- Analysis of the Department's Māori clients, the level of disparity and the issues Māori clients face (covered earlier in this document).
- The initiatives planned by regions for the 2000/2001 year taking into account the needs of their communities and labour markets.

In addition to measures for each of the strategies, this section covers indicators that apply across the strategies.

National Performance and Targets

Headline Indicators

Successive Governments have increasingly focused on Stable Employment²⁰ targets as the headline indicator for the success of departmental initiatives to manage unemployment for priority clients. Over the past four years the Department of Work and Income (and its predecessors) have placed Māori clients into stable employment on a basis broadly consistent (or slightly less) than their proportions on the register.

The collective impact of the strategies and initiatives outlined in this document have been designed to significantly increase both the number and percentage of Māori clients who achieve both employment and Stable Employment outcomes.

The Department's Purchase Agreement for the 2000/2001 year contains targets for achieving increased stable employment outcomes for those who face persistent disadvantage in the labour market, including targets for long-term job seekers, and for Māori and Māori youth. Targets in the Purchase Agreement will be renegotiated annually to reflect the performance enhancements possible as the Māori Strategy is implemented. The table on the following page shows the target set by DWI's current Purchase Agreement.

²⁰ Defined as the number of people who are successfully assisted into full time employment that last for more than three months.

FORECAST STABLE EMPLOYMENT OUTCOMES	
Year	% Māori
2000	29%
2001	32%

Increasing Māori Employment

In order for a labour market to function well and for employment opportunities to be maximised the following criteria must be met:

- Employment opportunities must exist or be created.
- Individuals must have the appropriate *skills, experience* and *education* to fill those opportunities.
- Job seekers and employers must be able to locate and contract with each other in an appropriate time frame – *matching*.

The Department of Work and Income, through the implementation of this Māori Strategy explicitly seeks to address the latter points: building Māori job-seeker skills and ensuring better matching with the job market.

Key Indicators

Skills Development

Over the next five years, the Department of Work and Income will

- increase Māori participation in developmental activities to 47% of all skill, training and developmental opportunities
- increase the number and proportion of training provided by Māori agencies by 25%
- increase the focus of all Māori training provision on services to Māori youth
- place an additional 2,000 (per annum) Māori clients who are at risk of becoming long term unemployed into early intervention programmes

These programmes and initiatives will be supported by:

- the introduction of Whanau Based Case Management services by Dec 2001
- increasing Māori participation in 'Self Employment' to 32% of all participants
- ensuring that 33% of all Māori clients receive services provided solely by Māori providers or Māori Providers in joint partnership with DWI

Matching to Employment Opportunities

In 1999/00, the Department of Work and Income referred 76,350 Māori clients to employment opportunities. Over the next five years, the Department of Work and Income will

- increase the percentage of referrals to employment opportunities for Māori clients to 36% of all referrals (amounting to an additional 14,000 referrals to employment opportunities per annum at the end of five years)
- provide 'In work support' for 1,500 Māori clients per annum²¹
- improve the success rate of employment referrals by providing better local labour market analysis

²¹ Subject to Funding Approval

DWI Capacity

Human Rights Act Implications

The Department's Maori Strategy fits within Government's Employment strategy objective of minimising persistent disadvantage in the labour market and maximising the opportunity for all participants to achieve their full potential. It does however target particularly the disparity between Māori and non Māori in employment.

The Human Rights Act sets out grounds on which acts or omissions that would otherwise be discriminatory may be saved from being a breach of the act. This requires two elements. First, they must be done in good faith for the purpose of assisting or advancing the persons or groups of persons. Secondly, those persons or groups of persons must need or be reasonable supposed to need assistance or advancement in order to achieve an equal place with other members of the community. The Department of Work and Income's Māori strategy is based on the disadvantage Māori face in the social and employment context.

Staff

The strategies outlined in this document present significant challenges for the department in utilising and developing its capability to improve Māori employment outcomes. DWI considers that to successfully achieve the short and long term deliverables in this document there must be a focus on improving outcomes for Māori throughout the organisation.

The Department therefore has not established a single national approach for building capacity within the Department. Instead, the department's regions will develop local approaches, providing opportunities for initiatives to be adopted according to local needs, tribal and hapu structures, relationships and circumstances. For example:

- some regions may wish to establish new positions and appoint staff to provide Māori service delivery advice;
- others may contract the advice from external sources (such as local Iwi/Māori);
- some will engage with existing organisations and committees to provide the advice (such as Local Employment Co-ordination Groups and Te Puni Kokiri); and
- others may choose to utilise existing partnership arrangements to obtain Māori service delivery advice.

These regional strategies will build on initiatives the department is already undertaking to enhance its capability. Initiatives currently underway include:

- ensuring that the department has access to advice on how to improve Māori outcomes, particularly in terms of advice on the design, development and delivery of programmes and services to Māori. This may include policy advice, service delivery advice, evaluation advice. Many regions have established local advisory committees made up of local Iwi/Māori to provide this. Others will utilise a combination of dedicated staff established specifically within the region to provide advice and local advisory committees.

- encouraging local Iwi and Māori input to the development of local strategies and delivery of local initiatives. Some regions have established strategies for work in partnership with Iwi through formal "Heads of Agreements", while others have established contracts with Iwi and Māori to provide for their input. A number of regions have also established specific positions within their regional office to manage formal relationships with Iwi and Māori organisations.
- cultural awareness and Treaty of Waitangi training for all staff. Most regions have put training in place for all staff on these issues.
- training for all staff in Te Reo and Tikanga Māori. Most regions have put training in place for interested staff.
- opportunities for Māori staff to network and participate in Regional Staff Hui. All Māori staff are able to participate in at least two hui per year in their cluster of regions. Some regions provide additional hui for Māori and non-Māori staff.

Regions will be asked to incorporate internal capability development as part of the 2001/2002 planning round, which is due to commence in November 2000.

Fiscal Implications

A significant proportion of employment related resources are currently spent on trying to improve employment outcomes for Māori. While some gains can be made in identifying which strategies and programmes achieve the best results for Māori participants, in some cases additional resources are required.

In the short term, the Department has assumed that it will work within existing baselines to achieve the strategies and key deliverables. There are, however, several initiatives and key deliverables that will require additional funding. These are:

- Extending the DWI Work Track Programme by establishing 10 new Work Track Sites (Strategy 5);
- Provision of In Work Support (Strategy 6);
- Expansion of mobile services to Māori in rurally isolated areas (Strategy 8);
- Development and Expansion of existing DWI employment programmes (Strategy 10);
- Introduction of Māori Labour Market cadetships in all DWI regions (Strategy 12).

The Department has been successful in seeking some funding through the GAP contingency budget process for the first two of these (Extension of Work Track and Provision of In Work Support).

Numerous reiteration and realignment of key deliverables will be required as the strategies are implemented. This will provide opportunities for the Department to identify the resource implications of achieving strategies 8, 10 and 12.

Reporting and Evaluation

The Department of Work and Income will report on achievement of the key deliverables and measures on a regular basis internally. Information will be collected monthly and reported quarterly as part of the Regional Commissioners reports against their Regional Plans. This ongoing performance monitoring will allow the Department to proactively manage performance against the Māori Strategy and will allow any issues to be identified and managed early.

The Department will report quarterly to Ministers on the Māori Strategy.

The Department will also utilise the Te Puni Kokiri effectiveness audit process to report on progress. The Te Puni Kokiri effectiveness audits will provide the government with independent assurance of the extent to which employment programmes and services delivered by DWI are achieving their objectives for Māori and the impacts of those programmes and services for Māori. Annual follow up audits will be undertaken to assess improvement and progress.

DWI will work closely with Te Puni Kokiri to agree on the audit standards, framework and methodology they will use to assess the Department's local level employment programmes and services. Given that these relate directly to the key deliverables and targets set in the DWI Māori Strategy, the Te Puni Kokiri audit process will provide a consistent way of monitoring, measuring and reporting on DWI delivery to Māori.

Significant research and evaluation effort is being applied to the regional flexibility approach. Included in this effort will be evaluations of initiatives associated with the DWI Māori Strategy.

Appendix A: Matrix of Strategy Deliverables

Strategy 1: Development of partnership responses with Iwi in the delivery of DWI services

Develop a service delivery partnership model of Iwi/DWI management of Work and Income services

Establish one delivery partnership with Iwi per Region

Establish two delivery partnerships with Iwi per Region

Establish three delivery partnerships with Iwi per Region

Transfer of accountability for delivery of services under partnership agreements to Iwi

	F 2000/2001				F 2001/2002				F2002/2003				F2003/2004				F2004/2005			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		✓																		
				✓																
								✓												
												✓								
<i>Accountability is to be transferred within five years of the commencement of the partnerships</i>																				
		✓																		
				✓																
																				✓
				✓																
																				✓
																				✓
																				✓
																				✓
																				✓
																				✓

Strategy 2: Creation of "Joint Venture" approaches to service delivery with Māori organisations

Develop an approach that facilitates the establishment of joint ventures with Maori organisations

Identify regional joint venture opportunities in order to deliver other strategies

Deliver DWI services for Māori through joint ventures with Māori organisations

Strategy 3: Contracting out of case management services for Māori unemployed to Māori service providers and Iwi

Develop a framework for the contracting out of all or some elements of case management

Establish one service contract per region for case management with Iwi/Māori Organisations

Establish two service contracts per region for case management with Iwi/Māori Organisations

Establish three service contracts per region for case management with Iwi/Māori Organisations

Establish service contracts for case management with Iwi/Māori Organisations that target Māori Youth

Increase placement of Māori into employment and stable employment

Increase the participation of Māori in training and education

Appendix B: Regional Initiatives that support the key strategies to achieve DWI Māori Outcomes

Current and Planned Regional Initiatives	Strategy 1: Partnerships	Strategy 2: Joint Ventures	Strategy 3: Contracting case management services	Strategy 4: Contracting training provision	Strategy 5: Early intervention programmes	Strategy 6: In Work Support	Strategy 7: Whanau Case Management	Strategy 8: Remote servicing	Strategy 9: Collaboration with other Government agencies	Strategy 10: Expand existing programmes	Strategy 11: Broker increased vacancy share	Strategy 12: Self employment brokerage
Auckland North: Waipareira Partnership – a By Māori For Māori service delivery model based at the Waipareira Trust campus which enables a holistic range of services to be provided. Five staff work at the Trust's office providing case management, work brokerage, Compass and income maintenance.		✓										
Auckland North: Whanau Case Management – a Māori service delivery model focused on providing integrated income maintenance and employment services to whole families. Currently operating in Helensville, but will be expanded throughout region.							✓					
Auckland North: Closing the Gaps Working Group - A by Maori for Maori regional consultancy model that provides advice to the Regional Commissioner on service delivery models that will improve outcomes for Maori job seekers.									✓			
Auckland North: Extending some training run by Māori Training Providers for longer periods and adding work based training components to improve movement of Māori from training into employment and improve stable employment outcomes.				✓								
Auckland Central: Kau Mau Te Wero local Māori Employment Co-ordination group – a pilot project currently being developed with an aim of establishing a co-ordinated and long term commitment by a range of government agencies to the development of projects and services to close the gaps in the Glen Innes community. In collaboration with DWI, Auckland City Council, CEG, TPK, Ngati Whatua, Auckland New Ventures Trust, Skill NZ, Glen Innes Family Centre, and the LEC Co-ordinator.									✓			
Auckland South: Case Management targeting all Māori job seekers to provide individualised intensive assistance and support, in order to improve training and employment outcomes. Also ensures that staff have a focus and commitment to effectively supporting Māori clients to access relevant training and labour market opportunities.						✓				✓		
Auckland South: Work Track for Māori - Given that Work Track has proven successful for Māori participants, this initiative will aim to build on these results. Will be delivered by DWI with put from Māori community groups.	✓				✓							
Auckland South: whanau based training and development programme. Will involve DWI, TPK and Māori organisations.		✓					✓					
Auckland South: exit interviews will be conducted with Māori to ensure they receive all the in work assistance available, in order to improve employment outcomes.						✓						

Current and Planned Regional Initiatives

	Strategy 1: Partnerships	Strategy 2: Joint Ventures	Strategy 3: Contracting case management services	Strategy 4: Contracting training provision	Strategy 5: Early intervention programmes	Strategy 6: In Work Support	Strategy 7: Whanau Case Management	Strategy 8: Remote servicing	Strategy 9: Collaboration with other Government agencies	Strategy 10: Expand existing programmes	Strategy 11: Broker increased vacancy share	Strategy 12: Self employment brokerage
Auckland South: NZ Police Training Programmes - a training programme to target Māori clients for recruitment into the New Zealand Police Force. In conjunction with New Zealand Police.									✓			
Auckland South: Work Action courses targeted to Māori, particularly Māori youth.										✓		
Bay of Plenty – a by Māori for Māori service delivery model based on the Waipareira Trust model. Will enable a range of services to be provided to young people to assist in removing barriers to work. Partnership between DWI and Te Arawa.		✓										
Bay of Plenty (Eastern) – an advisory group for Māori that provides advice to the Regional Commissioner on skill deficiencies and work opportunities in that area.	✓											
Bay of Plenty: A By Māori for Māori regional consultancy model through quarterly hui with iwi. Will provide advice to the Regional Commissioner on possible service delivery models, possible opportunities for employment and information sharing that will improve outcomes for Māori.	✓	✓							✓			
Bay of Plenty: Develop a purchasing strategy with Māori Training providers to ensure that all training programmes purchased by DWI include employment and training outcomes for Māori, including post placement support provided by the training provider.		✓		✓								
Bay of Plenty: Establish regional and local liaison staff with all key Māori organisations to account manage relationships, disseminate information, resolve conflicts, share ideas and establish local relationship agreements.	✓	✓										
Bay of Plenty: Māori Training Provider Development - increase Māori training providers ability to access contracts. Region will hold 4 hui for about 50 providers on "contracting with DWI".		✓		✓								
Central – Capacity building projects (e.g. business planning and infrastructure support) with tangata whenua groups to provide new rurally based services and traditional Māori resources and education initiatives aimed at improving employment outcomes for Māori. In conjunction with Community Employment Group and tangata whenua.	✓							✓	✓			

Current and Planned Regional Initiatives	Strategy 1: Partnerships	Strategy 2: Joint Ventures	Strategy 3: Contracting case management services	Strategy 4: Contracting training provision	Strategy 5: Early intervention programmes	Strategy 6: In-Work Support	Strategy 7: Whanau Case Management	Strategy 8: Remote servicing	Strategy 9: Collaboration with other Government agencies	Strategy 10: Expand existing programmes	Strategy 11: Broker increased vacancy share	Strategy 12: Self-employment brokerage
<p>East Coast: Introduction to Tertiary Training – a one week course for Māori youth to link them to tertiary training, particularly courses run by EIT. The EIT courses also provide the opportunity to link participants to the campus marae.</p>					✓							
<p>East Coast: Introduction to Trades Course – a three week introductory course, predominantly for Māori youth, allowing them to look at a range of apprenticeships and what is involved. 50% of the target youth population are Māori. Delivered by G and H Trade Training.</p>				✓								
<p>East Coast: Kanohi ki te Kanohi – a series of hui to broker services to increase and empower Māori regarding their entitlements, responsibilities and employment opportunities. Collaboration between DWI Gisborne and local marae.</p>	✓							✓				
<p>East Coast: Work Ethic Residential Training (Napier South) – a six week course for Māori youth teaching positive attitudinal behaviours (based on employer requirements), building confidence and self-esteem. Strong links with employers in forestry, the army and navy. Delivered by Premier Leadership Training.</p>				✓								
<p>East Coast: Work Track for Māori Youth – Work Track is currently delivered by DWI staff, and has been successful in placing participants into work. It is proposed to contract Te Matai Manatu Trust to deliver the programme in future (DWI will continue to provide the training material).</p>				✓	✓							
<p>East Coast: Youth Options is a 2 day course held monthly for young Māori to help them identify a career path and the steps they need to take to achieve employment goals. Held in Hastings East, Kaiti and Napier.</p>					✓							
<p>East Coast: Compilation of a database of assistance that is available to Māori, and will assist their entry into self-employment and business.</p>												✓
<p>Nelson: "Werohia" – intensive support to Māori youth to overcome barriers, deal with issues, develop skills and move them towards meaningful employment. Delivered by Te Aho Kainga, based at the Waikawa marae</p>			✓			✓						
<p>Nelson: Delivery by Te Kakama, a Māori training provider, of three initiatives targeting Māori youth, long term unemployed and others. Aim of initiative is to staircase clients into work through pre-employment skills training for a specific industry and employment (i.e. seafood processing, viticulture, pest control). Post placement support is also provided to those who need it.</p>		✓		✓		✓						

Current and Planned Regional Initiatives	Strategy 1: Partnerships	Strategy 2: Joint Ventures	Strategy 3: Contracting case management services	Strategy 4: Contracting training provision	Strategy 5: Early intervention programmes	Strategy 6: In Work Support	Strategy 7: Whanau Case Management	Strategy 8: Remote servicing	Strategy 9: Collaboration with other Government agencies	Strategy 10: Expand existing programmes	Strategy 11: Broker increased vacancy share	Strategy 12: Self employment brokerage
<p> Nelson: Hikoi ki Paerangi, a two week marae-based course, targeting Māori women in order to increase self esteem, identify their transferable skills, learn and practice job search techniques and move into or closer to employment. 11 courses are scheduled this year catering for between 8 and 20 women per course. Delivered by Māori training providers.</p>				✓								
<p> Nelson: Māori Youth and Mature Māori Motivational Courses – six week courses delivered in Blenheim to support Māori to move into training, work experience, subsidised or unsubsidised work opportunities. Delivered by a Māori training provider.</p>				✓								
<p> Nelson: Tane Atawhai – a one week residential/two weeks non-residential course for Māori men with an emphasis on Māori, personal health, behaviours, lifestyles, motivation, problem solving, recognising skills for movement into further training or employment. Delivered by Māori for Māori.</p>				✓								
<p> Nelson: Te Korowai – a four week motivational work confidence course for Māori youth on the West Coast to improve their job search skills and reduce barriers to employment. Delivered by Māori training provider.</p>				✓								
<p> Nelson: Te Tau Ihu Strategy – to build a good working relationship with each iwi, develop a process for consultation and agree on working relationship, including the role of DWI to support iwi economic, social and employment development projects.</p>	✓											
<p> Northland – Aupouri State Housing Project is a Māori-led initiative to build houses, create local work experience and employment opportunities and acquire skills in the trades. In partnership with Te Aupouri, DWI and Housing NZ</p>	✓			✓				✓				
<p> Northland – establishing partnerships between DWI and iwi/Māori to support self determined solutions. An interagency/intersectoral approach will be taken.</p>	✓							✓				
<p> Northland – Kawakawa Rural Township Development is a town/economic development project involving skills development, employment opportunities, capacity building and focused youth outcomes. Partnership between iwi, CEG, Far North District Council, Kawakawa Business Association and DWI</p>	✓			✓				✓	✓			
<p> Northland – Moerewa Rural Township development is an iwi-led self determined solution project. A skills, economic, capacity building and environmental improvement initiative. The Department is contributing wage subsidies and co-ordinating community work projects.</p>	✓			✓				✓	✓			

Current and Planned Regional Initiatives

	Strategy 1: Partnerships	Strategy 2: Joint Ventures	Strategy 3: Contracting case management services	Strategy 4: Contracting training provision	Strategy 5: Early intervention programmes	Strategy 6: In Work Support	Strategy 7: Whānau Case Management	Strategy 8: Remote servicing	Strategy 9: Collaboration with other Government agencies	Strategy 10: Expand existing programmes	Strategy 11: Broker increased vacancy share	Strategy 12: Self employment brokerage
Northland – strengthen Māori PTE provision in the far north by building capacity of Māori providers to deliver effective training and achieve employment outcomes for their trainees. Partnership between DWI, TPK, Te Aupouri training and Ngati Hine Hauroa	✓			✓					✓			
Northland – upskill rurally disadvantaged groups, particularly Māori, to link them with external labour markets.				✓				✓				
Northland: Te Rarawa Health and Employment Project - increased access to preventative health services and upskilling and employment opportunities for local Māori. Partnership between Te Rarawa health services, DWI and Northland Polytech. The Department is funding training so that local Māori can take up some new employment opportunities arising from additional health funding. To date there have been two courses for 12 participants each.	✓			✓					✓			
Northland: Hokianga Rural Interagency Initiative – to provide increased accessibility and co-ordination of services for rural disadvantaged people. The concept is that Government agencies will co-ordinate their visits to different areas so clients can access all the services they need on the same day.								✓	✓			
Southern - establish a Māori advisor and manager, Māori Strategy position in the Regional office, consult widely with Māori in Southern through hui to establish iwi/Māori expectation of DWI under self-determination, and establish a Southern Whanau of Māori staff to consult on all Māori initiatives	✓											
Northland: a proposal to run a residential course for Māori men based at Waitangi. Being developed with Waitangi National Trust, Te Aupouri Training, Ministry of Defence.				✓					✓			
Northland: Whangarei One Stop Shop - an interagency site to be established in Whangarei.									✓			
Southern: increase staff capability/capacity through establishing a Manager Māori Strategy position in the Regional office, 3 key workers to work with iwi in region, consulting widely with Māori in Southern through hui to establish iwi/Māori expectation of DWI under self-determination, and establishing a Southern Whanau of Māori staff to consult on all Māori initiatives					✓							
Southern: the Moving South initiative will involve focusing a new employment direction within the community and creating intra-regional development. It will be established in each of the seven Southern labour market areas (excluding Queenstown). Māori will be represented on each of the committees.									✓			

Current and Planned Regional Initiatives	Strategy 1: Partnerships	Strategy 2: Joint Ventures	Strategy 3: Contracting case management services	Strategy 4: Contracting training provision	Strategy 5: Early intervention programmes	Strategy 6: In-Work Support	Strategy 7: Whanau Case Management	Strategy 8: Remote servicing	Strategy 9: Collaboration with other Government agencies	Strategy 10: Expand existing programmes	Strategy 11: Broker increased vacancy share	Strategy 12: Self employment brokerage
Taranaki: Regional specialist team established of 9 staff to develop new relationships and account manage relationships with iwi, Māori and specific training providers. Key focus is looking at how DWI can be responsive to iwi/Māori Strategic plans.	✓											
Taranaki: Te Ata Kimhia Trust Security Initiative – pre-employment training programme targeting Māori. As well as targeting movement into a specific job, the programme also focuses on providing skills to participants to stay in work, such as budgeting skills, tenancy issues and team building. Course delivered by a Wellington based Māori organisation.		✓		✓								
Taranaki: Interagency Hikoi – Māori staff from various government agencies building relationships with isolated communities and delivering promotional information and services in those areas.								✓	✓			
Waikato: A Whanau Case management model is currently under development by DWI Māori staff. Consultation will be undertaken with local iwi and Māori organisations to identify the optimal site for the model to be piloted.							✓					
Waikato: Community Patrols, a joint initiative with NZ Police to prepare 11 unemployed job seekers for successful application and recruitment to the Police Force. Expected outcome is that 80% of participants will be successfully recruited into the Police Force.									✓			
Waikato: Hamilton Māori Youth Pilot Project – case management of young Māori co-ordinated across Skill NZ, Careers Service and DWI. Pilot involves 15 young people.				✓					✓			
Waikato: Mahi Tahi Work Conference – seminar for Māori women in receipt of benefit for a long-time, which is aimed at building their self esteem and confidence through identifying their work skills and abilities, and preparing them for work. In partnership with Life Works International.				✓								
Waikato: RIMU – intensive case management for long term unemployed Māori. Initially provided in Thames/Coromandel by Ngati Maru. Initial contract was for the provider to case manage 30 clients at a time (to date have case managed about 85 clients). Initiative is now being rolled out in Hamilton and Pāeroa.		✓	✓									
Waikato: Secondment of DWI Case Manager to Te Rapu Matauranga (Skill NZ Māori TOP provider), to support Māori receiving training, staircase them to other opportunities and refer them to other Māori social and health services. Initiative is intended to provide support to about 70 clients.	✓											

Current and Planned Regional Initiatives	Strategy 1: Partnerships	Strategy 2: Joint Ventures	Strategy 3: Contracting case management services	Strategy 4: Contracting training provision	Strategy 5: Early intervention programmes	Strategy 6: In-Work Support	Strategy 7: Whānau Case Management	Strategy 8: Remote servicing	Strategy 9: Collaboration with other Government agencies	Strategy 10: Expand existing programmes	Strategy 11: Broker increased vacancy share	Strategy 12: Self-employment brokerage
<p>Wellington: the Employment Skills Appraisal programme uses prior learning to make an assessment of job skills/experience, to identify opportunities using those skills and to identify realistic goals. Currently aims to assist 100 long-term Māori and Pacific participants.</p>										✓	✓	
<p>Wellington: Work action – in-house DWI programme in Porirua and Upper Hutt that specifically targets Māori youth who have been registered for 2 years or more. Focuses on increasing self-esteem, confidence, identification of career and work pathways and obtaining work experience.</p>										✓		
<p>Wellington: Seminars for Students – one day seminars for high school students that focus on achievement and setting goals for the future, particularly the opportunities available to move into study or training following secondary education. In conjunction with the LEC Māori sub group and the Careers Service.</p>					✓							

Appendix C: Relationship of DWI Māori Outcomes and Key Strategies to Departmental Priorities

The relationship between the Department's Māori Outcomes and key strategies, and four of the Departmental priorities defined within the Strategy and Capability framework are shown in the table below.

DEPARTMENTAL KEY PRIORITY	RELATED DWI MĀORI OUTCOME	FACILITATED BY DWI MĀORI KEY STRATEGIES:	ISSUES
<p>Priority 1: To increase people's capacity to participate in community life through providing eligibility information and income support</p>	<p>Outcome 5, "<i>Enhanced access for rurally disadvantaged Māori to social services provision</i>"</p>	<p>Strategy 1: Development of partnership responses with Iwi in the delivery of DWI services</p> <p>Strategy 2: Creation of "joint venture" approaches to service delivery with Māori organisations</p> <p>Strategy 3: Contracting out of case management services for Māori unemployed to Māori services providers and Iwi</p> <p>Strategy 7: Introduction of "Whanau Case Management" services within DWI</p> <p>Strategy 8: Increased servicing of remote and isolated communities</p> <p>Strategy 9: Collaboration with other Government agencies in the delivery of initiatives for Māori</p>	<p>Māori have different ways of obtaining information on the Department's services;</p> <p>Māori have difficulty accessing the Department's services, particularly in rural areas;</p> <p>Approximately one third of Māori beneficiaries are in receipt of the DPB; and</p> <p>Approximately one third of Māori beneficiaries are in receipt of the community wage.</p>
<p>Priority 2: To increase the movement of job seekers into employment, particularly Māori, Pacific Peoples and people with disabilities.</p>	<p>Outcome 1: "<i>Increased capacity within Māori to develop self-determining solutions</i>"</p> <p>Outcome 2: "<i>Reduced levels of long-term unemployment for Māori</i>"</p> <p>Outcome 3: "<i>Improved employment outcomes for Māori Youth</i>"</p> <p>Outcome 4: "<i>Increased participation of Māori in training and education</i>"</p>	<p>Strategy 5: Implementation of early intervention programmes for recently registered unemployed Māori who are at risk of becoming long term unemployed</p> <p>Strategy 6: Provision of "In Work Support" for Māori clients who have rejoined the workforce</p> <p>Strategy 10: Development and expansion of existing DWI employment programmes</p> <p>Strategy 11: Broker an increased share of listed job vacancies to Māori clients</p> <p>Strategy 12: Promote self employment options for Māori through increased brokerage of self employment programmes.</p>	<p>Māori unemployment is highest in Bay of Plenty, Auckland South, East Coast, Northland, Waikato and Taranaki;</p> <p>Māori stay on the unemployment register longer than non-Māori;</p> <p>Māori are more likely to be employed in elementary occupations (e.g. labouring and manufacturing); and</p> <p>Māori tend to have poorer outcomes from training programmes than non-Māori (except for motivational or confidence building courses).</p>

DEPARTMENTAL KEY PRIORITY	RELATED DWI MĀORI OUTCOME	FACILITATED BY: DWI MĀORI KEY STRATEGIES:	ISSUES
<p>Priority 3: To close the employment gaps by establishing partnerships with Māori for self determining solutions.</p>	<p>Outcome 1: <i>"Increased capacity within Māori to develop self-determining solutions"</i></p> <p>Outcome 2: <i>"Reduced levels of long-term unemployment for Māori"</i></p>	<p>Strategy 1: Development of partnership responses with Iwi in the delivery of DWI services</p> <p>Strategy 2: Creation of "joint venture" approaches to service delivery with Māori organisations</p> <p>Strategy 3: Contracting out of case management services for Māori unemployed to Māori services providers and Iwi</p> <p>Strategy 4: Contracting out of training provision for Māori clients to Māori training providers</p> <p>Strategy 5: Implementation of early intervention programmes for recently registered unemployed Māori who are at risk of becoming long term unemployed</p>	<p>The Department has to acknowledge why Māori organisations may want to enter into partnerships with DWI and what both parties want to achieve from the relationship</p>
<p>Priority 4: To close the employment gaps by strengthening Pacific Peoples and other priority communities through inter-sectoral and community partnerships.</p>	<p>Outcome 1: <i>"Increased capacity within Māori to develop self-determining solutions"</i></p> <p>Outcome 4: <i>"Increased participation of Māori in training and education"</i></p> <p>Outcome 5: <i>"Enhanced access for rurally disadvantaged Māori to social services"</i></p>	<p>Strategy 1: Development of partnership responses with Iwi in the delivery of DWI services</p> <p>Strategy 2: Creation of "joint venture" approaches to service delivery with Māori organisations</p> <p>Strategy 3: Contracting out of case management services for Māori unemployed to Māori services providers and Iwi</p> <p>Strategy 4: Contracting out of training provision for Māori clients to Māori training providers</p> <p>Strategy 8: Increased servicing of remote and isolated communities</p> <p>Strategy 9: Collaboration with other Government agencies in the delivery of initiatives for Māori</p>	<p>The Department must align its work with Māori with Government's goals and the strategic direction of other Government departments</p>
<p>Priority 5: To protect the Government's ownership interest through effective and efficient delivery</p>	<p>Outcome 1: <i>"Increased capacity within Māori to develop self-determining solutions"</i></p> <p>Outcome 2: <i>"Reduced levels of long-term unemployment for Māori"</i></p> <p>Outcome 3: <i>"Improved employment outcomes for Māori Youth"</i></p> <p>Outcome 4: <i>"Increased participation of Māori in training and education"</i></p> <p>Outcome 5: <i>"Enhanced access for rurally disadvantaged Māori to social services"</i></p>	<p>Strategy 1: Development of partnership responses with Iwi in the delivery of DWI services</p> <p>Strategy 2: Creation of "joint venture" approaches to service delivery with Māori organisations</p> <p>Strategy 3: Contracting out of case management services for Māori unemployed to Māori services providers and Iwi</p> <p>Strategy 4: Contracting out of training provision for Māori clients to Māori training providers</p> <p>Strategy 5: Implementation of early intervention programmes for recently registered unemployed Māori who are at risk of becoming long term unemployed</p>	<p>Recognition that development and delivery of self-determining solutions by Māori for Māori is an effective means of improving employment outcomes for Māori</p> <p>The Department must balance the redirection of existing departmental resource toward achieving the deliverables set out in this strategy against other priorities</p>