

# MAYORS TASKFORCE *for* JOBS

*working towards the "zero waste" of New Zealanders*



**CREATING EMPLOYMENT for YOUNG PEOPLE in YOUR COMMUNITY**

**Ideas and solutions from  
The Mayors Taskforce for Jobs**

"It is terrific to see such varied projects coming out of the Mayors Taskforce for Jobs. We know that there is a wealth of opportunities for young people in their own communities and these examples show that. Every young person who feels optimistic about their community will add value and wealth to the region. This is a Best Practice guide, which not only tells about the projects but also gives you the key factors for success. I hope it will be widely used and the examples copied, changed and developed in communities throughout the country".

A handwritten signature in black ink that reads "Garry Moore". The signature is written in a cursive, flowing style.

**Garry Moore**  
**Chair - Mayors Taskforce for Jobs**  
**Mayor of Christchurch**

## **ACKNOWLEDGMENTS**

A most sincere thank you to everyone who so willingly shared with us information about their various projects and the ways in which these are helping to foster greater community spirit and a coming together of disparate skills. Such cooperation gives cause for optimism – a hope that collaboration will foster the untapped talent of young people and help towards creating a sustainable employment environment for the future.

Also thanks to the Mayors Taskforce for Jobs partners, particularly Work & Income, Community Employment Group and the Employment Catalyst Fund who have assisted with funding for many of the projects.

**Jan Francis (Executive Officer, Mayors Taskforce for Jobs)**

# MAYORS TASKFORCE *for* JOBS



*Prime Minister Helen Clark and senior Ministers with Mayors at the signing of the Memorandum of Understanding between the Government of New Zealand and the Mayors Taskforce for Jobs, 2nd October 2002.*

**The Mayors Taskforce for Jobs has been facilitating employment opportunities for young people in the regions and cities of New Zealand. Some of these ideas may suit your area - or trigger further ideas and adaptations.**

They have shown that Local Government working together with supportive government and community agencies can play a key developmental role in creating new ideas for employing and training young people.

The projects described here are varied and interesting and have worked. They have all been designed with the future employment prospects of their communities in mind.

## THE PROJECT

City Care Ltd., a Christchurch based contracting company, has created a scheme that helps tackle youth unemployment while replenishing its own skill base. The company provides contract services to local authorities and other major asset owners. Almost 100 of City Care’s 500 employees are currently in some form of adult apprenticeship training. However many of these apprentices are older than 25.

A pre-apprenticeship scheme has been developed that will ease young people into trades training. Predicated on the firm belief that young people DO want to work, 20 young, long-term unemployed people were offered 12 months paid employment and training at City Care. Trainees get to experience approximately 18 different trades, with eight 5-week placements in each division of the company. They are mentored throughout their employment by City Care staff. Training is to a new Level 2 NZQA certificate.

It is estimated that at least 12 of the 20 will continue on to full apprenticeships with City Care, the remainder of the group will be assisted into placement with other Christchurch employers.

## IMPLEMENTATION

Supported by evidence from preliminary research, City Care secured Work and Income subsidy support. Work and Income is assessing the scheme’s progress to see if it can be introduced to employer groups nationwide. The Contracting Industry Training Organisation (CITO) has assisted in developing and registering the new National Certificate, and the Amalgamated Workers Union of NZ is offering free employment support.

40 young unemployed people were selected by Work and Income for an open day tour of the City Care Depot. 38 of them applied for the pre-apprenticeships. 20 were selected and began work in early October 2002.

## COSTS! FUNDING!

A key factor of the scheme is that the trainees are paid above the minimum adult wage. As they have all been unemployed for over 26 weeks they qualify for some Work and Income funding. City Care is paying the balance, plus the salary of a programme manager.

## RESULTS and BENEFITS

The 38 young people who applied for 20 positions demonstrate the need for this level of training. The company had also identified a need - an ageing workforce and not enough young apprentices available to replace them. The trainees are gaining an insight into the world of work and being offered a range of options that will indicate where their interests and talents lie. They are learning new disciplines (like getting up early!) and developing good work habits that should assist them in finding on-going employment. And they are being paid a proper wage!

They are also gaining a range of life skills aimed at increasing future employability: first aid, Growsafe course, traffic controller course, time management, conflict management and, if required, remedial literacy and numeracy.

All 20 trainees returned to work after the summer break. It is too early to report on long-term outcomes, but continuous monitoring and mentoring of the scheme encourages City Care’s CEO, Richard Lauder, to have high hopes for excellent outcomes with a scheme that can be replicated in other businesses.



## KEYS TO SUCCESS

- ▶ Initial research into existing training schemes (many do not offer wages).
- ▶ Creating a true work environment. This is critical: expecting trainees to abide by all the rules, terms and conditions of the everyday work environment.
- ▶ Appointing a Co-ordinator who liaises with trainees, mentors, City Care Managers and external Training Providers.
- ▶ A stated goal of offering at least 12 of the trainees apprenticeships at the end of their 12-month Pre-Apprenticeship, plus actively pursuing partnerships with local employers to provide alternative employment options for the rest of the group.
- ▶ Work and Income subsidy support.
- ▶ The Contracting Industry Training Organisation agreeing to develop and register a new level of National Certificate.
- ▶ Being prepared to 'bend some rules'.

## COMMENT

*"In the next five years we have about 10% of our workforce retiring. Obviously they have a lot of skills. So one of the issues was: how do you pass those skills on to a new generation before we lose them?"*

**Liz Barton (Human Resources Executive)**

## CONTACT

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## THE PROJECT

Central Otago faces the problem of a shortage of workers during times of high seasonal demand, as do many areas of New Zealand. The Jobs Packaging Project grew out of the need to provide links between the various types of seasonal work so that young people could be provided with some certainty of continuing employment, but within a variety of occupations. The area utilises a large seasonal workforce throughout all the seasons - in the wine growing and pip fruits industries, the tourist industry generally and during the winter sports season.

## IMPLEMENTATION

Work and Income saw the need for solving the seasonal work shortage problem and funded a co-ordinator position. The co-ordinator's work links two districts, Queenstown Lakes and Central Otago, who were both facing problems that were 'similar but different'. The two District Councils have contributed resources and the Mayors have provided their services free of charge.

The Central Employment Trust was created to study the problems and look for solutions that fitted the local community's seasonal employment needs. The goal was to ensure a continuing pool of labour for both the growers and the tourist industry and to attract young workers into the area by offering them some certainty of on-going employment.

The Jobs Packaging initiative grew out of the needs voiced at the Workforce Solutions Forum held in Queenstown and by the Central Taskforce, who surveyed orchardists and winegrowers, asking them to think five years ahead in planning and staffing requirements.

These two initiatives identified eight strategic issues that are barriers to employment in seasonal labour shortage situations: accommodation, transport, childcare, recruitment, training of employees, education of employers, marketing of places to live, work and play, and community support. A feasibility study has been drafted.

Discussions with Otago Polytechnic have identified a future need for skilled workers and 'work+training' packages are a possibility. It is expected that 10-15 new jobs will have been created in the district by the end of the first year.

## COSTS! FUNDING!

Work and Income has funded the co-ordinators salary and expenses. The Mayors and their District Councils have provided services free of charge.

## RESULTS and BENEFITS

Job Packaging turns bits and pieces of jobs into one total job, even though that employment may be with a variety of employers. The young workers benefit by having continuing work in one geographical area. For seasonal workers this has not been so in the past. They can plan their lives knowing they have a continuing source of income. The employer also wins, as a pool of young seasonal workers remain in the Central Otago District.

An important outcome has been the creation of a Website: An additional Website (not yet in commission) is specific to Queenstown: [jobs.queenstown.com](http://jobs.queenstown.com) This is a clearing house for employers and employees and workers can see what they are coming to: the work itself, plus social and support issues.

## KEY FACTORS FOR SUCCESS

- ▶ An enthusiastic co-ordinator, supported by the community and officials.
- ▶ Getting the various affected groups talking to each other - this had not been happening in a constructive way.
- ▶ Piloting ideas that are broader than just a 'labour shortage' issue: it is easy to lose seasonal workers, especially young ones, if realistic support systems are not in place.
- ▶ Solving problems (accommodation, transport, health and budget advice, child care etc.) frequently solves the labour shortage.
- ▶ Ongoing support from Work and Income and its Southern Regional Commissioner who has given hours of commitment, travelling to all key meetings and providing valuable advice.
- ▶ Planning ahead.
- ▶ Issues such as accommodation need all parties working together to create solutions before the problems arise.

## COMMENT

*"There are young people who thrive on doing a variety of jobs - they are perpetual seasonal workers..."*

**Dave Boyte (Co-ordinator)**

Packaging a range of jobs, linking employers' need for an essential and available workforce with young unemployed peoples' need for assured on-going employment is a workable solution that is transferable to other areas of New Zealand suffering from seasonal labour shortages.

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## THE PROJECT

The needs of young unemployed people to gain skills and paid work, Dunedin’s shortage of trained trades people and employers’ reluctance or inability to take on apprentices, resulted in the creation of 4Trades Apprenticeships.

The 4Trades organisation was set up to provide debt-free training and a wage to previously unemployed young people. This would be achieved by transferring the full term contractual obligation from the traditional employer to the 4Trades programme. With 4Trades as ‘employer’, the company has the flexibility to host an apprentice for a minimum of six months or up to the full term of the apprenticeship. This might mean that the apprenticeship would be completed with more than one company.

## IMPLEMENTATION

Operating through the Malcam Charitable Trust, the facilitator set out to sell the idea to employers and to identify young people with the attitude, ability and commitment to complete an apprenticeship. Quality brochures were produced, aimed at attracting both of these groups. Once the apprentice is placed with a ‘host’ company, 4Trades employs the apprentice for the full term of their apprenticeship. This involves undertaking all the paperwork and payments: wages, ACC, Industry Training Organisation fees, basic tool kits and safety gear and any block courses that are needed. The host company pays 4Trades a negotiated hourly rate (tax deductible).

## COSTS! FUNDING!

Basic setting up costs: \$88,475.

Funding came from Task Force Green, Work and Income, Mayoral Trust Fund, (Dunedin) Community Trust of Otago, and the Mayors Taskforce for Jobs (Employment Catalyst Fund). The Mayor’s support for the project was crucial. It helped attract local funding and support.

The scheme is designed to become self-funding.

## RESULTS and BENEFITS

“The scheme gives young people nationally recognised qualifications plus a waged, debt-free training - and a future”

### Facilitator

The project became operational in April 2002. By 30 September 2002, 8 young people had been placed in apprenticeships and 118 young people had registered their interest. The discrepancy between keen young people and not-so-keen employers illustrates the difficulty of convincing employers to commit to an apprenticeship - even with 4Trades accepting the contractual obligations.

However, such initial setbacks have not daunted the project managers and new promotion and marketing initiatives are being developed to encourage more employers into the scheme. The Mayor is helping by launching 2003 as Dunedin’s ‘Year of the Apprentice’.

In addition, Balclutha launched its own 4Trades programme in September 2002. There is also the possibility of the scheme extending into the Timaru region.





## KEY FACTORS FOR SUCCESS

- ▶ An energetic co-ordinator who is able to sell the ideas to employers, young people and supporting agencies and keep the project in front of local media.
- ▶ A managing organisation that believes in the importance of the project and is prepared to take a long-term view.
- ▶ Mayoral support and enthusiastic community project partners.

## COMMENT

*The facilitator reports that some employers think "4 Trades sounds too good to be true." It seems that much groundwork needs to be done with employers - educating them in the ways of the new apprenticeships and giving them every encouragement and support. This innovative trade-training programme has been designed as a portable package - an employment solution that is suitable for relocation to other areas of New Zealand.*

**Facilitator (4Trades)**

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## THE PROJECT

The Taranaki Youth Employment Trust set out to provide 40 full-time, paid jobs for currently unemployed, disadvantaged young people. These jobs were to be created by marrying the needs of not-for-profit community groups who were increasingly under stress through lack of volunteers and the need for unemployed young people to develop skills and gain qualifications.

## IMPLEMENTATION

A pilot project began in September 2000 with financial assistance from the New Plymouth District Council and the support of the Mayor. Not-for-profit groups were contacted and offered a young worker on a subsidised wage. A work broker found suitable candidates for the positions. There was initial reluctance from the community groups as they felt they were already stretched and that the young worker would be an extra burden. Places were found for 16 young people. As a result of a survey of 200 not-for-profit groups in the area, it was recommended that a paid co-ordinator be employed to contact groups, explain the scheme, help them find appropriate work for young people, recruit workers and match them to the jobs available. Work and Income agreed to employ a co-ordinator for the scheme. The Mayors of each of the local authorities agreed to promote the scheme in their communities.

## COSTS! FUNDING!

The total cost of the project was \$333,100.

Taranaki Employment Support Foundation donated administration costs. The Mayors Taskforce For Jobs (Employment Catalyst Fund) contributed \$50,000. Co-ordinator donated from Work and Income Commissioner’s Contestable Fund. The Mayors contributed in kind (promotion and marketing).

## RESULTS and BENEFITS

By January 2003, the scheme had resulted in 46 young people getting their first paid job. At the end of 6 months most of these young workers have gained work habits and skills, confidence and self-esteem. With career advice and mentoring many have the opportunity of moving on to further training in the private sector. The community group has had the benefit of a paid worker and been supported during the workers time with them. The community as a whole benefits.

## KEY FACTORS FOR SUCCESS

- ▶ Most of the resources required are already in place. It worked because there was co-operation and co-ordination between the various departments and agencies that have influence over the future of young people and can supply the resources needed. The Trust provided the means to link these agencies and departments together.
- ▶ The scheme is complimentary to government initiatives such as the Modern Apprenticeship Scheme. The Pilot Project and the survey of community groups provided a strong base for the successful creation of a project that would work for both the community groups and disadvantaged young people.

- ▶ It was important to find a variety of types of work to suit the interest and aptitudes of the employee and which would help them “staircase” into further training and employment. Some jobs came with NZQA training attached e.g. National Certificate in Horticulture and Youth Work. Others included teacher aides, office assistants, childcare, library assistant, artist/craftsperson, animal welfare workers, Youth camp co-ordinator and reception work.

## COMMENT

*The funding of this scheme, which is a first for New Zealand, enabled it to be trialled so that the Mayors Taskforce for Jobs can introduce the project into other parts of New Zealand. Apart from the initial reluctance of the not-for-profit organisations there were, of course, a few hiccups along the way. Some youth workers did not have transport to get to the jobs offered. This was solved by the Trust paying the Supervisor to transport the 4 workers. Two workers lasted only 3 months out of the proposed 6 month scheme: one left to go on to tertiary education, the other had a health problem and left to seek treatment. There was only one failure, a youth worker sacked due to non-attendance. The Taranaki Employment Support Foundation hopes that the scheme will help retain young people in the region.*

### **Promotional material – excerpt**



*Lisa, Teachers Aide at a Taranaki school.*

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## THE PROJECT

Innovative Waste Kaikoura devised this project for at-risk youth. The location and size of the Kaikoura district means that many young people move to a main centre for education or job training.

Innovative Waste Kaikoura Ltd. are managers of the Landfill and Resource Recovery Centre. Their proposal was to take 4 young people aged between 15-20, with a history of vandalism in the district, give them a full-time supervisor, pay them a wage and initiate them into full-time work.

The team works on-site at Innovative Waste, learning about recycling by processing green waste through a chipper, crushing glass through a mill, sorting and recovering used timber, landscaping, fence and property maintenance. Auto dismantling, recovery of parts for resale, welding and basic metal craft skills are also taught.



## IMPLEMENTATION

Innovative Waste Kaikoura Ltd. has the mandate to achieve Zero Waste and the infrastructure and staff to make the project a success. They also employed a supervisor with the background and skills to work with at-risk young people. Letters of support to back up funding requests were sought from the Police, Kaikoura High School, local businesses, Kaikoura Safer Community Council, Department of Corrections, Te Whare Putea Inc. and the Mayor of Kaikoura. The young people were selected from the Work and Income register.

## COSTS! FUNDING!

Year One Costs were \$110,520.

Funding - Work and Income (Wage Subsidies), Mayor’s Taskforce for Jobs (Employment Catalyst Fund), Kaikoura Safer Community Council.

Support In Kind - Protector Safety Supply (clothing), Te Whare Putea (Pathways to Employment - training course).

## RESULTS and BENEFITS

Young people working on the scheme are proof that attitude turn-around is possible. There is a sense of pride in the new knowledge and skills acquired and there have been marked changes in personal development such as enthusiasm, communication skills and interest in the project they are part of. This has recently included clearing a hill track in the township, building steps etc. and the workers have commented on how they have enjoyed the positive response from locals. They also enjoyed getting a real wage for real work.

Innovative Waste lives up to its name as an organisation. New ideas are flourishing - previously bored young people are being kept interested and involved and their new skills are benefiting the Kaikoura community.

"It's great to see previously shy young guys giving me a grin and a wave when I see them in town with their mates. Previously their eyes would be fixed on the pavement."

**John (Project Manager)**

## KEY FACTORS FOR SUCCESS

- ▶ The small size of the group, four only!
- ▶ Achieving the right mix of people to run the programme, i.e. an enthusiastic manager skilled in thinking outside the square, an office assistant with good people skills, and a supervisor with a proven track record of turning troubled youth around. He supervises with a good balance of firmness, friendliness and practical knowledge.
- ▶ The team move through a variety of jobs so that they are constantly learning, interest is maintained and there is the opportunity to discover areas of particular interest. Most importantly their work is valued.
- ▶ Community support was very important and local businesses have realised that Kaikoura has much to gain by providing training, a wage and a future for unemployed young people.

## COMMENT

*The Youth Team is now involved in Kaikoura's tourist industry through a new project - Trees for Travellers. Tourists buy a tree, which is then planted in the district. The Team is involved in clearing, planting, propagating etc. Income from the project will help offset Youth Team Leader costs while supporting the Zero Waste Mandate.*

**Josie (Project Administrator)**

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## THE PROJECT

Te Waka Toi O Ngati Toa performance programme was devised to motivate young people to a point where they are more work-ready and employment focused. It gives participants the experience of devising, working on and taking a project through to completion.

The project sets out to help the young participants take ownership of the consequences of their actions, understand how the past impacts on the present and become drug and alcohol free during the process. It helps identify their strengths, recognise their right to be proud about being Maori, or whatever their ethnicity, to access their whakapapa and to recognise their ability to take control of certain parts of their lives. A key aim is to intervene in cycles of violence/poverty/abuse by using performance as a first major step towards standing tall!

Porirua’s project for youth was undertaken under the direction of Jim Moriarty and Te Rakau Hua O Te Wao Tapu (Te Rakau) a registered charitable trust that provides Theatre Marae - a unique therapeutic form of drama that is performed in schools, remand centres, prisons and at-risk communities throughout New Zealand.

## IMPLEMENTATION

80 participants aged 13-17 were located through direct referral by Ngati Toa Rangitira or by referral from Work and Income, Police, the Courts, CYFS, Social Service organisations, other community/marae organisations and from Kura/Secondary/Intermediate schools from broadly defined ‘local’ areas.

The process began in September 2002. It was a very demanding but supportive 12-week programme directed by Jim Moriarty with the assistance of up to 15 facilitators. It utilises tikanga Maori philosophies and protocols combined with group therapy and modern theatre techniques to create a rehabilitative process. Theatre games create trust and rapport, and then participants and the facilitators share stories of their first hurts. These stories together with their hopes and dreams for their futures form the base of the script and the performance. The young people learned to write their own songs and music, were involved in choreographing the dance, creating the theatre and designing the advertising and costume. They learnt Kapa Haka, some Te Reo Maori, theatre techniques (including voice projection), they learnt to act and they learnt how to express their feelings in a positive and constructive way.

## COSTS! FUNDING!

Total cost of providing the programme including 28 performances: \$146,400.

Major funding came from Mayors Taskforce for Jobs (Employment Catalyst Fund), Work and Income, Community Employment Group, Ngati Toa Rangitira, T G McCarthy Trust, Fledgling Trust, The ‘G’ Trust, Porirua Licensing Trust and Wellington City Council.

Ngati Toa also made “Green Dollar” contributions through Ora Toa Health and heavily subsidised Marae hire costs.

## RESULTS and BENEFITS

On day one of the course many of the participants could not lift their heads or say their names to the group. In just over three months they had created a piece of mesmerising theatre and had performed before 6000 people at a variety of venues - the local marae, in packed theatres and at each of the schools they had attended (or often not attended!)

This group of 'at risk' young people learnt many skills and gained a great deal of knowledge about themselves and the society they live in. They had gained self-confidence, self-esteem, self-discipline, team and whanau building and conflict resolution. They knew about the power of theatre and had developed the skills to participate. The whole community gains when 80 young people change and achieve. 20 of this group are progressing on to become trainee facilitators.

## KEYS TO SUCCESS

- ▶ Using a proven provider: Te Rakau Hua O Te Wao Tapu (Te Rakau).
- ▶ Social agencies, both Maori and Pakeha supported the project.
- ▶ Work and Income and the Mayors Taskforce for Jobs provided financial support
- ▶ Wide ranges of communities were able to attend performances and judge outcomes for themselves.

## COMMENT

*"As this large group of "at risk" youth told their stories of what had gone wrong in their short lives, the capacity audience was hardly breathing - the aroha of the audience tells the young performers that they believe their stories...Moriarty's vision instils a confidence in the tellers of these dreadful tales that they CAN move out of the dark into a better life."*

**Jennifer Shennan (Dominion Post review)**



## CONTACT

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## THE PROJECT

Despite this project’s slow start, the results they wanted were achieved by employing good processes and lateral thinking. They built a community spirit; they will build a wharf and create jobs for the district’s unemployed young people.

The Wharf project was identified in the mid 1990’s. A committee was established but did not gain the necessary impetus due to lack of funding and lack of support from community organisations. The District Council contracted a marine engineer to prepare drawings. Resource consent was obtained. The Ministry of Economic Development provided seed funding. The Community Facilities Fund made a grant. This gave the committee the impetus it needed to proceed.

## IMPLEMENTATION

An “enthusiasm-building” process began and has continued in the community ever since. Public meetings were held; local enthusiasts and those with expertise were taken on board.

However, when tenders were called for the construction of the wharf, there was a major setback. The committee had made provisions in the contract requiring the contractor to work with the local community, Work and Income and unemployed people. The tender prices were very high! Unaffordable!...

“the committee had a fit, then decided they could build it themselves”.

**Jack McKerchar (CEO, Kaipara District Council)**

From their ranks they were able to provide a civil contractor experienced in building wharves, plus well-known boat builders. The Community Employment Group provided project supervision funding. Design materials were altered to fit with community expertise and checked and approved by a marine engineer. Another public meeting was held and the community endorsed this approach.

## COSTS! FUNDING!

Seed funding - Ministry of Economic Development  
C.E.G - Project supervision funding  
Grant from Community Facilities Fund  
Work and Income Subsidies  
Mayors Taskforce for Jobs (Employment Catalyst Fund)

## RESULTS and BENEFITS

By working with the local Work and Income branch, the committee was able to establish a workforce of long-term unemployed young people. After pre-employment training by the civil contractor, they are now employed on site, learning basic construction skills. When a pontoon is built they will learn boat-building skills.



## KEY FACTORS FOR SUCCESS

- ▶ The determination of a community, its Mayor and District Council to provide Dargaville with a social and economic asset - a wharf.
- ▶ Overcoming initial set backs by thinking outside the square.
- ▶ Keeping the community involved and enthused.
- ▶ Commitment and involvement of key Government agencies e.g. Work and Income, C.E.G.

## COMMENT

*Part 2 of the project is the refurbishing of the Tikinui Wharf. The same workforce will be employed for re-piling and reconstruction of the superstructure. The local community has supplied the timber required and the Council has paid for the treatment of that timber. The leader of that project is a member of the Dargaville Wharf Committee. Opening celebrations are planned for both Wharves!*

**Jack McKerchar (CEO, Kaipara District Council)**



## CONTACT

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## THE PROJECT

Alive at Borland! is a course which grew out of the Mayor’s vision for a programme ‘similar but different’ to Outward Bound. The Goal: to increase the employability and confidence of participants. A 12-day course would be held in a live-in venue in the countryside, for a maximum of twelve 16-25 year olds who, for reasons of background, disaffection with school and/or lack of employment/training, were not employed. The Aim: to have 60% of participants in either employment, community involvement or tertiary study within one month of completing the course, plus each student would have achieved two NZQA units.

## IMPLEMENTATION

An initial planning committee was set up at the Southland District Council which included the Southland and Gore Mayors, two Councillors, enterprise officers and representatives from Invercargill City Council, Work and Income and the Coordinator. This group considered issues of funding, expected outcomes, safety, assessment of clients, recruitment, applications, orientation, promotion and course topics, activities, presenters, style of presentation and expectation of presenters.

The venue was selected – Borland Lodge, Western Southland on the edge of the Fiordland National Park. The course content included confidence building, communications skills, health and hygiene, first aid, Maori culture, caving, river crossing, kayaking, navigation, rock climbing, and a “Camp Out”.

Brochures were designed and distributed to committee members, community boards, community workers, runaka, police, youth and health workers. The first planning meeting was held mid December 2001 and the first Alive At Borland course happened 8th to 19th July 2002.

## COSTS! FUNDING!

Costs were \$24,068.

Funding came from Work and Income (set-up payment plus grant based on 10 participants), C.E.G and Ohai Railway Board. Work and Income will continue funding up to \$30,000 per year if the target of 60% in work or training within one month of completing the programme is reached.

## RESULTS and BENEFITS

Organisers and participants felt the combination of life and employment skills, plus teamwork, fun and outdoor challenges were key points of the course. Not everyone enjoyed every aspect, but overall assessments were favourable, many enthusiastic. The goal of 60% was exceeded. 70% were in work, training or further education. All had ongoing access to the Coordinator – for support, ideas and information. A second course was held in January 2003. Organisers built on lessons learned in the first course, making minor adjustments to the original concept and providing all participants with mentors on completion of the course.

## KEY FACTORS FOR SUCCESS

- ▶ Make sure recruiting agencies are clear about the target group i.e. it must not be seen as an opportunity to unload poorly motivated/low achievement students who will not be leaving school in the next few weeks or socially challenging clients who do not fit the committee's defined target group.
- ▶ Employ presenters with diverse styles so that participants do not become bored.
- ▶ The "carrot" of gaining up to 4 or 5 NZQA unit standards was an important factor.
- ▶ An absolute must is a Coordinator who has energy, enthusiasm and staying power.
- ▶ A follow-up period of at least 6 months is crucial for real success.

## COMMENT

Alive At Borland! is part of Southland Mayor Frana Cardno's and Gore Mayor Owen O'Connor's contribution to the national Mayors Taskforce for Jobs project.

*"We were heartened by the success of this first course and we're building on the ideas and lessons that came out of the whole experience. In future courses we will make sure participants see clear links between each activity and EMPLOYMENT...i.e. that achievements in both indoor and outdoor activities are marketable job skills."*

### **Marion Miller (Alive At Borland - Coordinator)**

Many students found the transition from the course to home very difficult. There was not always support from home or friends. This issue would be built into future courses. Adaptations of such a programme could suit other target groups, e.g. older unemployed, Maori, single parents, people on probation, etc..



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## THE PROJECTS

- ▶ The Mayor and Wairoa District Council have provided the necessary support to enable several job creation initiatives to be successfully launched in their area. With Council support, two Wood Processing Industries have relocated to Wairoa, creating 45 new paid jobs.
- ▶ Te Kapua Trust, a new silviculture enterprise created to provide jobs for previously unemployed young people - now employs 40 people.
- ▶ Zero Waste of Youth Forum: A Mayoral initiative, held in April 2002.
- ▶ Job Expo: 45 organisations involved. 500 students from Wairoa College and a class from a local primary school.

## IMPLEMENTATION

Wairoa District Council has a very clear commitment to making a better community for everyone, by doing everything possible to get young people into employment. Without having the financial resources of a large City Council, they have achieved successes in job creation by processing ideas quickly and by not hindering business schemes with too many bureaucratic obstacles.

The Te Kapua Trust grew out of the determination of one person with the good idea of getting young people into forestry work. His ideas and enthusiasm were not enough to meet the bank's lending criteria. Council, seeing youth employment opportunities in his proposal, loaned the Trust \$40,000 to purchase two vehicles and retained ownership of the vehicles as security. The loan has been repaid. The Trust also had the support of various government departments.

The Mayor's and Council's role in generating further jobs for Wairoa in the wood processing industry was via advice, assistance, facilitation and encouragement to enable two saw-milling companies to relocate to the area. In one instance land was made available for a token sum and all consents etc. were processed quickly.

The Zero Waste of Youth Forum and the large and comprehensive Job Expo brought key people in the community together. Issues such as 'lack of interface between College and employers', 'Nobody's clients - under 18's not in school' were tackled and plans made to address these and a wide range of other issues.

## COSTS! FUNDING!

\$40,000 LOAN - Te Kapua Trust (now repaid).

Transition Co-ordinator, Wairoa College - funded by Work and Income.

Zero Waste of Youth Forum: \$1000 - funded by Wairoa District Council.

Job Expo: \$2500 - CEG \$2000, Wairoa District Council \$500.

## RESULTS and BENEFITS

The growth of Te Kapua trust has been phenomenal. The organisation now has 6 vehicles, up to 38 employees and ongoing contracts with major forest managers. One saw-milling company which previously employed six, now had a staff of thirty-five. Fifteen of these

were previously unemployed youth and four were trainees. The other company, also encouraged by local Council support, has increased its workforce from eight to twenty-six. Ten were previously unemployed, two are trainees. The work with the Trust and the jobs in the wood-processing sector are all permanent "proper" jobs. There have also been social spin-offs for the district and young work-seekers. The timber industry tests for drugs and the young people have to make decisions about these issues before they take up employment.

The Job Expo and the Zero Waste of Youth Forum achieved a major break-through by getting the various sectors talking to each other - schools, training organisations, employers, police, Work and Income, etc. In many cases this had not been happening, e.g. the lack of interface between College and employers.



*" these were particularly good initiatives. They short circuited many processes and problems."*

**Les Probert (Mayor, Wairoa)**

## **KEY FACTORS FOR SUCCESS**

- ▶ Youth unemployment issues being addressed by local council initiatives.
- ▶ Getting key sections of the community communicating with each other.

## **COMMENT**

*"The whole day (Zero Waste of Youth Forum) showed that Wairoa is faced with insurmountable opportunities to make a difference to employment for its young people. The major missing component may not even be money....more the need for better co-operation, collaboration and co-ordination between all the players in the room!"*

**Vivian Hutchinson (The Jobs Letter)**

## **CONTACT**

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## **INVOLVEMENT AND EMPLOYMENT OPPORTUNITIES!**

The proposed trail is approximately 2600 kms long. This provides an opportunity for regions, through the Mayors Taskforce for Jobs, to establish initiatives which will provide young people in their area with work, training and the chance to be part of an interesting national project - creating the section of the trail that passes through their local area.

By opening up previously inaccessible terrain and small communities to the public, they will also open up ongoing employment opportunities that will help keep young people in the district. In the long term, employment will be available in a developing tourist industry - guiding, provisioning, accommodation, craft and souvenir sales, track repair and maintenance etc.

In partnership with Te Araroa Trust, the Far North District Council is establishing a 120km Ocean-to-Ocean trail from Ahipara to Kerikeri.

A team of six previously unemployed young people aged 15-24 completed the first half of the project in February 2002. Unfortunately work was forced to stop in May due to the weather conditions. The team learnt many new skills and work habits...as the track progressed it became a two-hour walk to begin work!



*TE ARAROA WORK PARTY – FAR NORTH*

*"It's really good to have this work. All the boys are really happy about it and it's a great environment to work in. If possible we would like to keep the crew together and carry on working in the bush".*

### **Reti Blair (Leading Hand)**

However the weather won and the crew dispersed, but they had gained enough work experience to move on to other jobs - unfortunately outside the district. It is hoped that when work begins again, the new team will be able to count on a longer period of work. Geoff Chapple of Te Araroa Trust will be on hand to advise.

The Ocean-to-Ocean Trail is the first step on the way to bigger plans for the Far North District. Hopefully young people will be attracted to stay in the area as the completion of the trail opens up new opportunities for employment. A Development Officer has been appointed who will market the track, and links have been formed with the Maori Tourism Unit.

Lessons learned: One of the team stayed on and will use the experience gained during his 5 months as part of this Task Force Green team, as a leading hand on the next stage of the project. However, some lateral thinking was needed so that the enthusiasm and new work habits of the five young people were not lost to the district. Perhaps a work package that would offer work and skills training indoors during the winter season, or further job search assistance, could be given at the end of the project.

## **CONTACTS**

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**Te Araroa Trust**

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**Fiona Vessey**

**Far North District Council**

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# MAYORS TASKFORCE *for* JOBS

*working towards the "zero waste" of New Zealanders*

The Taskforce was established in April 2000, following a community governance conference in Christchurch, which saw the issues of work and livelihood as fundamental to good governance in our communities.

## **The objectives of the Mayors Taskforce for Jobs are:**

- ▶ to provide a national focus of leadership on the jobs issue through co-operation between Mayors concerned about employment issues in their communities
- ▶ to share best practice on what we can achieve on employment at the local level
- ▶ to create local and national forums which address the "big picture" of trends on the issues of income and work
- ▶ to link with imaginative private sector initiatives that are addressing unemployment

Our role as Mayors in this initiative is a governance one — taking political leadership on the jobs issue and on the future of income and work in our communities.

## **The Mayors Taskforce for Jobs is committed to two goals:**

### **Goal one**

"By 2005, no young person under 25 years will be out of work or training in our communities"

### **Goal two**

"By 2009, all people in our communities will have the opportunity to be in work or training"

## **CONTACT**

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## **WEBSITE**

[www.jobslatter.org.nz/mtfjobs.htm](http://www.jobslatter.org.nz/mtfjobs.htm)



## WHO IS INVOLVED?

### CORE GROUP

Garry Moore (Mayor of Christchurch, Chair of the Taskforce)  
Sukhi Turner (Mayor of Dunedin, Deputy Chair of the Taskforce)  
Pat O'Dea (Mayor of Buller)  
Yvonne Sharp (Mayor of Far North)  
Basil Morrison (Mayor of Hauraki)  
Tim Shadbolt (Mayor of Invercargill)  
Graeme Ramsey (Mayor of Kaipara)  
Jenny Brash (Mayor of Porirua)  
Frana Cardno (Mayor of Southland)  
Bob Harvey (Mayor of Waitakere)  
Peter Tennent (Mayor of New Plymouth)  
Maureen Reynolds (Mayor of Tararua)  
Grahame Hall (Mayor of Rotorua)  
Paul Matheson (Mayor of Nelson)

### OTHER PARTICIPATING MAYORS

Murray Anderson (Mayor of Ashburton)  
Bob Parker (Mayor of Banks Peninsula)  
Malcolm Macpherson (Mayor of Central Otago)  
Juno Hayes (Mayor of Clutha)  
Owen O'Connor (Mayor of Gore)  
Meng Foon (Mayor of Gisborne)  
Kevin Brown (Mayor of Grey)  
David Braithwaite (Mayor of Hamilton)  
Tom Robinson (Mayor of Horowhenua)  
Tony Arps (Mayor of Hurunui)  
John Terris (Mayor of Hutt)  
Jim Abernethy (Mayor of Kaikoura)  
Alan Milne (Mayor of Kapiti)  
Sir Barry Curtis (Mayor of Manukau)  
Bob Francis (Mayor of Masterton)  
Stan Scorringe (Mayor of Mackenzie)

George Wood (Mayor of North Shore)  
John Forbes (Mayor of Opotiki)  
Eric Tait (Mayor of Otorohanga)  
Mark Bell-Booth (Mayor of Palmerston North)  
David Buist (Mayor of Papakura)  
Clive Geddes (Mayor of Queenstown-Lakes)  
Sue Morris (Mayor of Ruapehu)  
Michael McEvedy (Mayor of Selwyn)  
Mary Bourke (Mayor of South Taranaki)  
Gordon Blake (Mayor of South Waikato)  
Brian Jeffares (Mayor of Stratford)  
John Hurley (Mayor of Tasman)  
Clayton Stent (Mayor of Taupo)  
Jan Beange (Mayor of Tauranga)  
Chris Lux (Mayor of Thames-Coromandel)  
Wynne Raymond (Mayor of Timaru)  
Wayne Guppy (Mayor of Upper Hutt)  
Jim Gerard (Mayor of Waimakariri)  
David Owen (Mayor of Waimate)  
Les Probert (Mayor of Wairoa)  
Alan McLay (Mayor of Waitaki)  
Chas Poynter (Mayor of Wanganui)  
Kerry Prendergast (Mayor of Wellington)  
John Drylie (Mayor of Westland)  
Colin Hammond (Mayor of Whakatane)  
Craig Brown (Mayor of Whangarei)

**(56 participating Mayors as at 10th February 2003 )**