

Wellington Regional LABOUR MARKET STRATEGY

IMPLEMENTATION FRAMEWORK

(Including a Review of Existing Labour Market Programmes and Initiatives)

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Supported by the Department of Labour and the Ministry of Social Development
Wellington Regional Labour Market Teams

The development of the Wellington Regional Labour Market Strategy (WRLMS) was a project jointly led by the Regional Strategy labour market project team, the Wellington Regional Work Direction unit of the Department of Labour and the Wellington Regional office of the Ministry of Social Development.

The WRLMS reflects the regional labour market issues, opportunities and solutions as expressed by the broad range of stakeholder organisations engaged in the development of this strategy. There are six strategic areas:

STRATEGIC RESPONSES

1. Promotion and Leadership – key agencies and organisations work collaboratively and individually to help advance the labour market strategy.

GOAL - Wellington Region is perceived nationally and overseas as the premier work destination in New Zealand.
- Three collaborative projects, as identified in the strategy, are activated annually.

2. Productivity – address regional constraints to raising labour market productivity levels across all sectors.

GOAL - Genuine Progress Indicators (GPI) trend upwards and the GDP/capita rate in the Wellington region grows annually at twice the OECD average.

3. Participation – support the movement of those sectors of the community with lower labour market participation rates into productive employment opportunities and higher skill levels.

GOAL - Labour force participation rates are similar across all sectors of the community and sub-regions by 2010.

4. Skills Development – match and develop current and future work place skills needs with educational, training and careers programmes.

GOAL - Skill shortage vacancies as a percentage of all job vacancies is less than 5% by 2015.
- All labour and skilled migrants attracted to the region are employed within their areas of expertise and qualifications
- The percentage of employers engaging in training to address skill shortages increases annually by 10% to 2012.

5. Business and Regional Capability – encourage private sector employment growth through the provision of support services for SMEs.

GOAL - The percentage share of employment in SMEs throughout the region grows at the highest rate in New Zealand.
- Employer satisfaction levels with employment and training services exceed 90%.

6. Sector Diversification – attract and promote a greater diversity and higher value of business activity and employment opportunities to increase export growth and reduce the regional reliance on service sectors and increase the provision of a wider and deeper range of skills.

GOAL - By 2015, employment opportunities in the region mirrors the diversity of skills and qualifications within the population.

KEY THEMES and PRIORITIES

Whilst the WRLMS identifies six strategic response areas around productivity, participation, business capability, regional leadership, skills development and sector diversity, there are common underlying themes throughout the strategy. These relate to improved co-ordination of planning and activities, better access to relevant information, an improved understanding and promotion of labour market dynamics, and greater clarity of roles. Such themes are evident in the priority actions identified at the second workshop exercise, namely:

1. Establish a regional forum and place to co-ordinate labour market activities with all key organisations. (**Co-ordination**)
2. Promote the concept of productivity and benefits to enterprises and individuals, and conduct a productivity study. (**Promotion and Understanding**)
3. Tracking, transition and pathway services. Better access to information by community organisations. The business is sector more involved in careers advice. (**Access to Information**)
4. A Regionally integrated clearing-house and collective intelligence sharing. (**Co-ordination**)
5. Clarify and agree on what implementation, services and delivery agencies are required at a regional versus sub-regional level. (**Role Clarity**)

In recommending priority WRLMS activities, consideration has also been given to where regional entities can make a measurable impact, as opposed to the market place and other fora more logically addressing the labour market issues raised during the development of the WRLMS.

IMPLEMENTATION PROCESS

It is recognised that the WRLMS strategy is a component of the Wellington Regional Strategy and therefore will link across related projects. However from an implementation perspective, the WRLMS is more advanced than most other work streams and is not reliant on WRS funding to a significant degree to initiate many of the activities suggested as priority actions.

Action plans arising from the WRLMS will highlight the number of agencies involved in labour market activities and the roles that they will undertake. In many cases it is a matter of improved co-ordination and use of existing resources of agencies mandated and successfully delivering elements of the WRLMS. The key in such cases is to establish a mechanism for sharing information, avoiding duplication, linking programmes and maximising use of these resources.

Until the WRS is formally adopted and governance/delivery structures are in place, then the following interim structure is suggested in order to advance regional labour market activities.

Firstly, the Labour Market Steering Group as currently constituted, take responsibility for activities under strategic area 1 and 6:- **Leadership and Promotion; Sector Diversification**. At a political level this steering group is best placed to facilitate the leadership functions identified in the WRLMS. Sector Diversification is more appropriately implemented as a distinct work stream of the WRS, however the linkages to skills, productivity, training, participation and regional capability needs to be integrated.

The Labour Market Steering Group would remain the conduit to the WRS for the reporting and monitoring of the WRLMS implementation. It would also take responsibility for the policy issues identified during the implementation process. Some of the policy issues to be addressed have already been listed in the WRLMS and are included in Appendix 2 of this report.

For the operational responsibilities in the WRLMS, the Wellington Regional Labour Market Advisory Group (WRLMAG) should be utilised. This group would be an overarching advisory group with the widest possible representation that reflects the diverse interests in the regional labour market. The role of this group would be primarily one of co-ordination of activities and reporting back to the WRS, through the Wellington Regional Labour Market Steering Group.

The WRLMAG's suggested functions are:

- Separate-out policy and operational activities in the WRLMS;
- Identify gaps in existing labour market services and delivery;
- Commission further research where information and understanding on labour market issues is lacking and/or informs future programmes;

- Establish project teams to develop and help implement action plans for each of the six strategic areas;
- Develop a reporting and monitoring framework for the WRLMS.

The help develop Action Plans and establish implementation roles for the strategic areas of the WRLMS, sub group would be formed for **Productivity, Participation, Skills Development, Business & Regional Capability.**

A more detailed Terms of Reference has been formulated for the sub groups. Essentially they will be tasked with identifying key delivery gaps, developing draft action plans, establishing implementation processes for activities, identifying performance measures and reporting findings to the WRLMAG which will have membership in each of the sub groups.

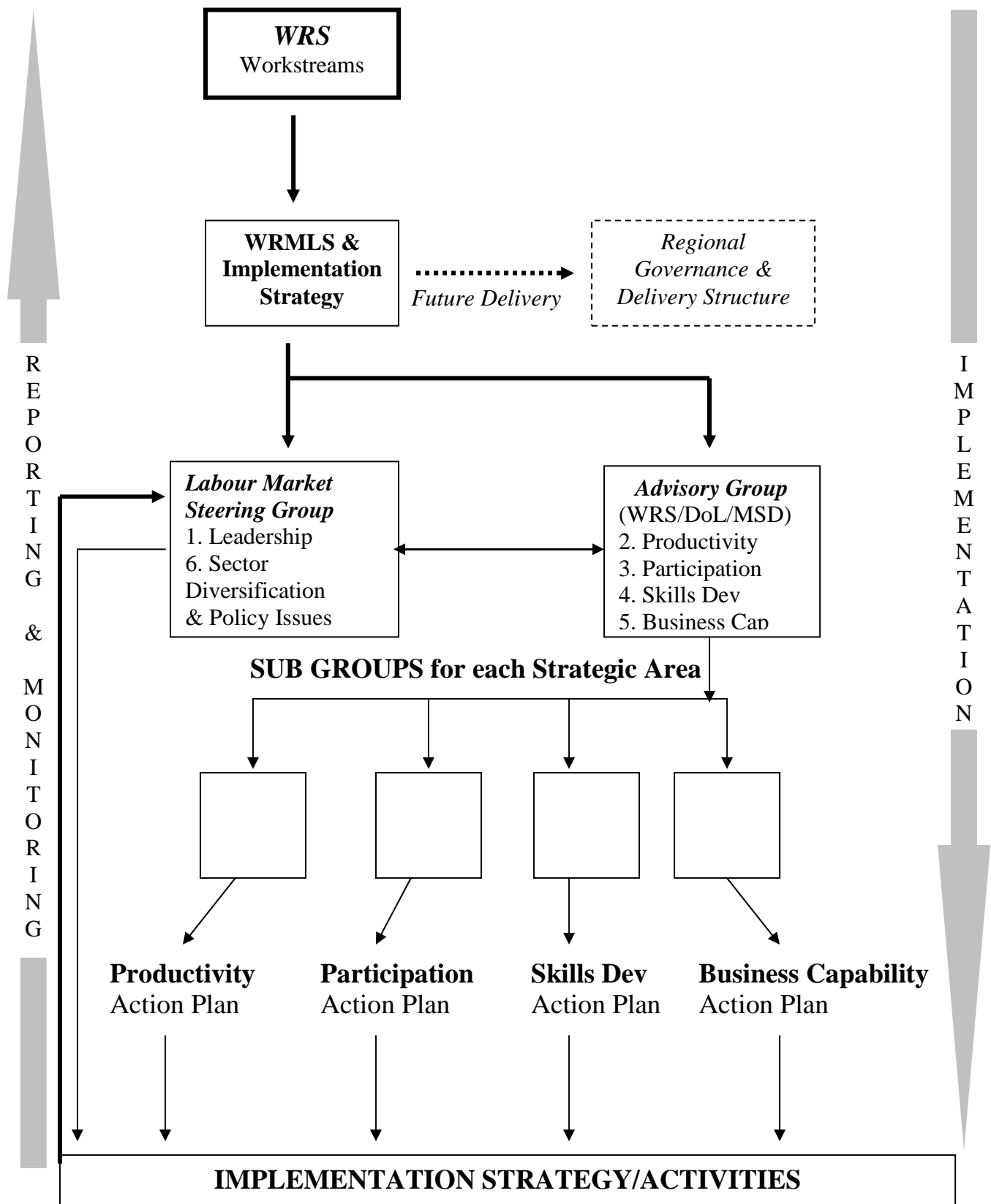
It is also assumed that the sub groups will play a leadership role in facilitating the delivery of Action Plans developed.

Figure 1 diagrammatically depicts the suggested implementation framework and reporting flows.

SUMMARY OF IMPLEMENTATION STAGES

1. Develop and agree on an Implementation Framework (this report)
2. Undertake an initial Situational Analysis of existing labour market activities in the region and identify limitations and delivery gaps. (Appendix 1)
3. Separate Policy and Operational issues (Appendix 2)
4. Develop Terms of Reference for the Advisory and Sub Groups with clear objectives and expectations.
5. Conduct a workshop of WRLMS participants to:
 - Update on the WRLMS process
 - Report on the implementation framework
 - Establish sub group membership
 - Agree on group objectives, functions and responsibilities.
 - Establish priorities for action
 - Review the *Situational Analysis* findings as it relates to each sub group's area of interest.
6. Support sub groups in meetings and operational procedures
7. Develop communication, reporting and monitoring systems through from sub groups to WRS
8. Each sub group to develop *Action Plans*
9. Determine delivery mechanisms and/or funding to support key initiatives
10. Review WRLMS progress and activities

Figure 1. WRLMS IMPLEMENTATION & MONITORING FLOW



APPENDIX 1

SITUATIONAL ANALYSIS

In order to assess priority activities and the implementation of specific projects, a review of existing initiatives was undertaken for each of the WRLMS's six strategy areas. Such a review is designed to identify existing programmes that align with the "Solutions" provided in the WRLMS.

From this exercise the Advisory and Sub Groups were able to determine where delivery gaps may be occurring, how to best leverage off existing initiatives and how to better co-ordinate existing activities across the region that were essentially attempting to achieve the same objectives. An assessment of such activities' current limitations, service gaps and future needs is provided as a basis for informing the development of Action Plans for each of the strategic areas in the WRLMS.

Only the title of current activities is listed. It is not the function of this Situational Analysis to determine the effectiveness of activities or provide programme details. Rather, the regional knowledge of the advisory and sub group members was sought to validate the assessment of delivery limitations, gaps and future needs. It is acknowledged that further research and monitoring programmes will be required as part of the WRLMS implementation process.

The following is a summary of results. Note that the "Solutions" in red are the priority areas agreed during the development of the WRLMS.

1. Promotion and Leadership - key agencies and organisations work collaboratively and individually to help advance the labour market strategy.

<i>Solutions</i>	<i>Current Activities</i>	<i>Limitations & Gaps</i>
Establish a regional forum and place to co-ordinate labour market activities with all key organisations. MOU between all key agencies Promote agency policy coordination to drive whole of government service delivery	Wellington Regional Strategy Forum – represented by regional TLAs Labour Market Advisory Group & Funders Forum – regional grouping of DoL, WRS, MSD, PWB and Councils. Mayors Taskforce for Jobs – focus on youth employment & training at a national level	Limited to political representation. Wider stakeholder group required. Needs to separate operational and funding function National, not a regional focus, with emphasis on youth only.

<p>Dedicated resource attached to forum above to work with private sector interests.</p> <p>Co-ordinated regional campaign involving regional champions and role models to demonstrate regional opportunities and benefits.</p> <p>Single point of collection of information and data. Available in formats that reflect the needs of the various stakeholders.</p> <p>Identify and promote public sector opportunities</p>	<p>TLAs have economic development capability and/or mandate economic development agencies to delivery business services.</p> <p>Some regional events such as <i>Business Gold Awards</i> Investment attraction programme through PWB,</p> <p>Statistics NZ – regional products National and regional labour market data/information collated by DoL</p> <p>PWB produces annual Berl report on the regional economy</p> <p>Sector groups and national organizations provide information through newsletters etc. eg EMA, ITF</p> <p>TLAs generally have city profile data and analysis available and resource person communicating with the business sector.</p> <p>State Services Commission active in central government recruitment and staffing issues and services (advisory role)</p> <p>Local government job vacancy portals through websites and SOLGM.</p> <p>Large organisational employers such as Capital Coast & Health operate their own recruitment programmes.</p> <p>Wellington recruitment companies specialising in the public sector.</p>	<p>Not a dedicated resource at a regional level. Limited experience and expertise in labour market activities</p> <p>Events, promotional campaigns and attraction programmes primarily have a city, not regional, focus.</p> <p>Labour market material generally not customised to audience needs. Some data not distributed outside “collectors” membership. Regional EDA material very generic and no research undertaken in labour market area.</p> <p>Activities primarily focussed on recruitment into the public sector rather than promoting the nature & benefits of public sector work.</p>
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2. Productivity - address regional constraints to raising labour market productivity levels across all sectors

<i>Solutions</i>	<i>Current Activities</i>	<i>Limitations & Gaps</i>
Promote a continual training concept to employers.	DoL – Productivity Agenda programme ITF – advocating for training funding and programmes Business Organisations – various sector skills and training initiatives Polytechnics – marketing campaigns and relationships with business to promote training	Lack of “productivity” understanding Promotional activities often associated with government funded programmes rather than training benefits for employers.
On the job training Group apprenticeship schemes	Trade Start – Hutt valley initiative to promote trade training/employment Weltec – imbedded tutor in Hutt businesses Whitireia Polytechnic – customised training programmes for business Apprenticeship Trust operating in Hutt valley and Porirua	Work related training opportunities often limited for government funding, programmes and criteria. Limited ability to respond and co-ordinate at a regional level. Limited incentives to employ an apprentice.
Provide infrastructure, work environment and information to support work-life balance	DoL - Work Life balance programme Individual companies providing workplace flexibility and facilities to support work-life balance principles.	Risk of perpetuating “kiwi” life style preference at expense of increased productivity and business expansion.
Provide support services for SMEs and promote good practice.	Private companies specialising in providing on productivity, systems etc Local EDAs and Chambers providing training and information on productivity related topics. Some visitation services for small business Productivity material being developed by DoL and sector organisations for their membership.	Freely available material and support services tend to be generic in nature. Specialist services limited to firm’s ability to pay. Lack of co-ordination at a regional and sector levels.
Promote relevance and interlinked nature of all jobs to the regional economy	Sustainable Cities work (Auckland Regional with MED) WRS – taking regional approach to economic growth because of interlinked nature of jobs, business activities and infrastructure.	Not well understood at a community level. Focus tends to remain at a local rather than regional level.
Develop and trial new business and pay models (linking wages to productivity)	Institute of Management programmes	Employment law often seen as an impediment to more flexible employment practices.

<p>Promote the concept of productivity and benefits to enterprises and individuals Conduct productivity study.</p> <p>Research on technology investment, impacts on productivity & employment and adoption & transformation of technology.</p>	<p>Biz Training DoL – productivity research project underway CTU promotions</p> <p>FRST funded projects</p>	<p>Limited productivity research in the region. Labour and workplace productivity issues, models and practices not well understood or promoted to most businesses. Focus on skills shortages.</p> <p>No relevant productivity research programmes identified.</p>
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3. Participation - support the movement of those sectors of the community with lower labour market participation rates into productive employment opportunities and higher skill levels.

<i>Solutions</i>	<i>Current Activities</i>	<i>Limitations & Gaps</i>
<p>Promote employer/employee cultural training and understanding. Self-employment options as a career option.</p> <p>Provision of targeted transition services</p> <p>Forum for all agencies Agency boundaries match regional boundary.</p>	<p>Enterprise Skills Training conducted by various organizations, Polytechnics and Wananga Enterprise Allowance & Training for self employment Partners Porirua – promoting business to education projects TPK/Maori programmes. W&I programmes NZ workplace culture course for migrants by Victoria DIA – cross cultural training programme</p> <p>MSD – Youth transition co-ordinators and services across the region (Hutt & Porirua) Careers Services provide some transition services and information Community youth programmes evident throughout the region eg. Wairarapa W&I – various contracted services, Paths, pre -trade training</p> <p>Meetings of Council CEs/Mayors and Government officials WRS Process</p>	<p>Courses and programmes generally targeted at a sector of the community rather than a wider cultural perspective, or joint employee-employer initiatives.</p> <p>Community, rather than regional approach. Support from schools not always evident. Targeted at “problem” youth rather than generically available services</p> <p>Political focus with limited private sector and community involvement/</p>

<p>Tracking, transition & pathway services. Information to community orgs. Business sector more involved in careers advice.</p> <p>Promote work options and regimes (incl work trial periods) to fill vacancies</p> <p>Encourage business growth in regional centres</p> <p>Promote access to child care subsidies</p> <p>Careers services provided in homes and schools</p> <p>Regional resource centre-Job matching service Fast track professional credential assessment and approval service</p> <p>Rationalise agencies and broaden scope of activity. Identify and address main barriers to participation</p>	<p>MSD - Youth Transition Service as joint initiative between MSD and TLAs. Partners Porirua provides some pathways services and business links into schools. Careers Expos attended by business organisations Careers Services in schools Gateways Programme. MoE – STAR programme run in schools</p> <p>Employment incentive programmes such as W&I Job Plus MSD – LIPS Sector scholarships and cadetships schemes</p> <p>Economic development services aligned to community outcomes and local strategies delivered in all centres either by council of EDAs. WRS promotes regional centres with comparative advantage</p> <p>Work- Life balance programme Central govt. to introduce additional child care subsidies</p> <p>Careers services in schools Various careers expos ITO programmes and advertising</p> <p>Migrant Centre offering some employment services HR companies placing migrants into skilled employment W & I has various migrant and refugee programmes Migrant settlement services in Wellington and Porirua funded by Dept. of Immigration PWB – migrant attraction and support services</p> <p>Employment Hub in Porirua is an attempt to bring multiple agencies under one roof to help co-ordination & collaboration. Wairarapa Work Force Trust bring multiple functions together MSD funding aligned to LTCCP & regional strategies Local Employment Co-ord group in Porirua</p>	<p>Co-ordination between YTS systems and information across the region. Careers expos not well attended by students and/or parents. Quality of, and access to, careers advisory services in secondary schools varies. Outcomes into employment not clear.</p> <p>Not widely available. Limited leadership and leading by example.</p> <p>Inter regional competition for business activity. Disparity of commercial land availability for Greenfield developments.</p> <p>Shortage of child care workers (possibly linked to low pay rates)</p> <p>Careers services with students at school, not jointly with parents. Careers funding to schools not tied.</p> <p>Still difficulties with NZ accreditation of qualification gained overseas. Professional organisations often the gate keepers to entry.</p> <p>No regional workforce programme except Wairarapa. Community programme funding has strict criteria and contracted outcomes, thus constraining flexibility to deliver responsive initiatives.</p>
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4. Skills Development – match and develop current, and future workplace skills needs with educational, training and careers programmes

<i>Solutions</i>	<i>Current Activities</i>	<i>Limitations & Gaps</i>
<p>Basic foundation skills included in all training. Train the trainers</p> <p>Regionally integrated clearing-house & collective intelligence sharing.</p>	<p>PTEs providing basic training – TEC and WINZ funded activities ITO have quality standards fir trainers</p> <p>DoL as an information collection point. Sector organizations disseminating information to members Organisations doing their own skills and labour market surveys</p>	<p>Foundation skills do not generally include work place practices, therefore case for more on the job training initiatives. Difficulty in getting qualified trainers in some areas.</p> <p>Information collected for specific purposes however not agglomerated at regional level. Varying information collection methodologies leading to disparities in data.</p>
<p>Flexible funding available and programmes recognise regional needs.</p>	<p>MSD Regional commissioners have some flexible funding MTFJobs have separate funding stream for youth employment TEC proposed funding changes should be responsive to regional skills needs Apprenticeships and trades training (Weltec Trades Centre) Polytechnic responsive to regional business needs</p>	<p>Central govt concerned at the decreasing contribution from private sector for training. Private sector not incentivised & high costs perceived Labour & skills shortages impact on willingness to train staff.</p>
<p>Targeted immigrant and ex-pat attraction programmes. Migrant training programmes.</p>	<p>PWB migrant attraction programme Victoria University providing migrant workplace training programmes CC&H engaged in off shore recruitment Some recruitment firms and companies targeting skills internationally.</p>	<p>Ability to recruit offshore limited to larger companies because of costs involved. Other regions in NZ competing on the same basis. Housing options limited.</p>
<p>Build effective monitoring and evaluation mechanisms to ensure quality training</p>	<p>TEC – evaluation systems Polytechnic/training systems (credits, standards) ITO systems and industry standards.</p>	<p>Current emphasis on numbers. Limited research on effectiveness of classroom versus on the job training. Shortage of good trainers in some sectors. Monitoring linked to credits, not employment outcomes.</p>

Remove training caps where there is proven industry need	ITF advocates training numbers increase	Caps reflect national imperatives rather than regional one – thus lolly scramble for places and funding.
Promote benefits of trades in homes and schools Incentivise trades and technical training	Trades Centre in Hutt providing such services. Apprenticeship Trust	Trades and technical occupations are viewed by some parents as a poorer employment option.
Campaign with MOE and secondary school sector to encourage participation in careers, tracking, mentoring and planning.	Careers Services Partners programmes Go Wairarapa Work Trust Youth Transition Services	Young people currently not committing to career choices and leaving options open to later years. Not greatly influenced to careers advice in schools. Most effort/resource going into bottom 10-15% of students.
Expand scale and co-ordination of career advisory services available	Careers Services	Delivery of Careers Services in schools largely dependant on co-operation of individual schools. Variation of standards and relevancy of information.
Integrated planning linking demand with supply training	TEC currently monitor and determine funding Polytechnic responding to industry need.	Availability of industry varies and skills funding/programmes open to responding to best sector business cases rather than integrated planning across the region..
Research on skills needs. Promotion of the improvement of working conditions.	Various skills surveys by sector organisations and EDAs. DoL Job Vacancy Monitoring and other regional labour market information DoL provides advisory workplace services.	Skill surveys methodologies vary within TLA boundaries and industry sectors therefore data not always comparable. Private sector often views advisory services from central government agents as a compliance, rather than training matter.

5. Business and Regional Capability - encourage private sector employment growth through the provision of support services for SMEs

<i>Solutions</i>	<i>Current Activities</i>	<i>Limitations & Gaps</i>
<p>Economic development agencies provide targeted support, training and work place follow up, use outside expertise.</p> <p>Establish Innovation Centre to promote research, policy and operational interface</p> <p>Sector job sharing, shared training. Programmes for on –the-job training</p> <p>Promote support rather than compliance philosophy</p>	<p>Generic business support programmes offered by PWB, Go Wairarapa, Enterprise Coast & Business Porirua.</p> <p>Central government agencies like NZT&E, DoL and MSD provide a range of targeted services to businesses.</p> <p>Business organisations and ITOs provide a range of support services to their respective members.</p> <p>Wellington business incubators with research links.</p> <p>Professional consultancy cluster.</p> <p>Centre of excellence for design/manufacturing being promoted by Hutt</p> <p>IRL research and commercialisation activity</p> <p>Victoria and Massey universities have business research programmes and interface with central government policy makers.</p> <p>DoL provide labour market information at regional level. DOL Knowledge Managers and MSD LIPS available to business for information and funding options.</p> <p>Apprenticeship Trust has a shared training scheme</p> <p>Government reviewing regulatory environment impacting on business. MED – Quality Regulation Review</p>	<p>Business, EDA and central government services not co-ordinated or in any way integrated. EDA specialist capability, yet range of free services on offer may inhibit use of specialised expertise</p> <p>High transaction costs for business.</p> <p>Limited services to members.</p> <p>Research funding controlled by FRST and historically research projects have not reflected private sector needs.</p> <p>Competitive nature of research bids and protection of IP.</p> <p>Limited research capability and access to markets/venture capital resulting in partnerships with off-shore companies rather than NZ based.</p> <p>Policy developed within government departments rather than jointly with wider stakeholder interests.</p> <p>Tight labour market and competition for skills results in a reluctance to share staff resources.</p> <p>Funding limits for on-the-job training</p> <p>Business organisations and advocacy groups continually raising compliance issues despite OECD recognising NZ as one of least regulated and compliance requirements countries.</p>

<p>Flexibility in funding and policy to achieve desired outcomes. Simplify and co-ordinate all labour market information, programmes and funding available to firms</p> <p>Private-public programmes to trial new employment and training options. Flexibility of funding.</p> <p>Establish regional response team. Provide training support. Identify any policy reasons for closures/redundancies.</p> <p>Clarify and agree on what implementation, services and delivery agencies are required at a regional versus sub-regional level.</p>	<p>Some programme and funded flexibility given to Regional Commissioners.. DoL website contains good labour market information. Knowledge Managers available at a regional level as a source of information.</p> <p>Sector initiatives through MSD National Business Sector Unit to address labour, skills and training issues. eg hospitality, transport, construction. Also LIPS. Weltech and Whitirea Polytechnics have a range of training programmes with private sector clients.</p> <p>W & I funded programme established</p> <p>WRS process that will overlay TLA considerations with regional imperatives</p>	<p>DoL charged with delivering much of the labour market programme but no/limited ability to fund community and private sector initiatives. Information overloads for the private sector generally and require more interpretative comment relevant to their business activity/sector.</p> <p>National, rather than regional focus at present. Therefore “worst” cases take priority.</p> <p>Time lag before implementation. No interim agreement or understanding across the region. Risk of political process impacting on effective delivery.</p>
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6. Sector Diversification - attract and promote a greater diversity of business activity and employment opportunities to increase export growth and reduce the regional reliance on service sectors and increase the provision of a wider and deeper range of skills.

<i>Solutions</i>	<i>Current Activities</i>	<i>Limitations & Gaps</i>
<p>Forum for a co-ordinated approach to business and labour market development at a regional level.</p> <p>Include labour market considerations in all regional planning exercises including branding, infrastructure, social cohesion, commercial land availability, district zoning, urban form and tourism.</p> <p>Regional forum to promote appropriate types of business development throughout the region. Develop regional incentives for developers to promote new employment, new activities, sub-regional sector speciality.</p>	<p>Labour Market Advisory Group PWB, Enterprise Coast and Go Wairarapa charged with co-ordination roles at a sub regional level. WRS forum recognises importance of business development but has yet to translate into action. Central government cross agency groups</p> <p>WRS is a mechanism for integrated planning and leadership</p> <p>Whole of council approached being promoted in various forum including “Sustainable Cities”</p> <p>WRS is a mechanism for integrated planning and leadership</p>	<p>Focus on labour market activity varies across agencies in the region. Current regional forum tend to have political membership only.</p> <p>Time lag before WRS implementation committed to by all TLAs in the region.</p> <p>Current business incentives are aligned to council LTCCPs and not regional agenda. Ability to influence the market toward planned outcomes likely to require major interventions and funding.</p>

APPENDIX 2

POLICY ISSUES

During the development of the Wellington Regional Labour Market Strategy, subsequent workshops and the Situational Analysis exercise, a range of policy issues emerged. These predominantly relate to national policy issues and would normally be outside the scope of a regional labour market exercise because of a lack of ability or mandate to influence policy change. In the case of Wellington however a different situation arises.

Wellington is the centre of government agencies where policy and programmes are developed. Most national training, business and employee organisations are also based in the city. This situation allows for relatively easy access to all key stakeholder groups, the ability to advocate a collective position and influence policy change at a national level, but consistent with Wellington regional requirements.

The common policy issues raised during the WRLMS process related to:

1. Alignment of central government funding and programmes between national, regional and local outcomes. There are related issues associated with communication at a local/regional level by central government agencies that distribute resources and make decisions that impact at a local level. Funding criteria is increasing linked to employment outcomes with limited recognition of other benefits to individuals and the community.
2. A lack of commitment by local and central government agencies to participation and skills development programmes. eg cadetships
3. Training funding and criteria. There is growing pressure from the private sector for on-the-job training funding, having greater regional flexibility in determining trade training numbers and the focus on numbers based outcomes as opposed to quality imperatives.
4. Managing the intersection of potentially conflicting central government agenda. eg.
 - promoting Work-Life Balance and the Productivity Agenda.
 - Requiring greater private sector financial contribution to training costs and the high training costs perceived by the private sector as a barrier to employing staff.
 - Attraction of skilled migrants to address shortages and the availability of suitable housing options

5. Research funding and projects being targeted at applied business sector needs. Where a lack of understanding is evident, there appears to be limited research, an inability to apply the research at a sector level and limited private sector involvement in the decision making processes.
6. The varying nature and degree of careers services available in regional schools. Greatest concern is associated with the careers funding distributed to schools not be tied for that purpose. Thus it can be difficult to engage with some schools, develop consistent messages around regional skills opportunities and influence the level of careers services.
7. The availability of transition services. Concern has been expressed that transitions services are primarily targeted at “problem” youth when there is a wider group who would also benefit from such services.
8. The accreditation process in recognising immigrants’ qualifications in a timely and professional manner.
9. Collection and dissemination of labour market information relevant to private sector and training interests. Despite masses of data and information being available at a national level, much of this is not customised or presented in a form that is most relevant to labour market stakeholders.

Further detailed investigation and analysis will be required for each of the above, particularly to assess to what degree they may be impediments to advancing regional labour market objectives. It is anticipated that such policy issues will be reviewed by the Labour Market Steering Group.