



# 'An Outside-in View' New Zealanders' Experiences of State Services

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# Table of Contents

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	<u>Page Number</u>
<b>1. INTRODUCTION</b>	<b>3</b>
1.1 Introduction	3
1.2 Objectives	4
<b>2. METHODOLOGY</b>	<b>5</b>
<b>3. CASE STUDIES</b>	<b>7</b>
3.1 Christchurch case study – Genealogist	7
3.2 Christchurch case study – New Zealander returning from overseas with a child born overseas	15
3.3 Christchurch case study – School leaver	23
3.4 Christchurch case study – Tertiary student from out of the city	31
3.5 Christchurch case study – ACC workplace injury	37
3.6 Christchurch case study – Exporting business	45
3.7 Christchurch case study – RMA consent process	55
3.8 Christchurch case study – Elderly parent residential care	63
3.9 Taranaki case study – Farmer dealing with major weather event	73
3.10 Taranaki case study – School dealing with the Police and Child Youth and Family on behalf of a child	77
3.11 Taranaki case study – Grandmother caring for Grandchildren	87
3.12 Taranaki case study – Rural school	93
3.13 Taranaki case study – Treaty settlement process	103
3.14 Taranaki case study – ACC workplace injury	111
3.15 Taranaki case study – Workplace apprenticeship	117
3.16 Waitakere case study – International student	131
3.17 Waitakere case study – Person with experience of mental illness seeking accommodation	137
3.18 Waitakere case study – New international settler	145
3.19 Waitakere case study – Person who has recently obtained a protection order	151
3.20 Waitakere case study – Retired person, active in the community	163
3.21 Waitakere case study – RMA process objector	167
3.22 Waitakere case study – Small import business looking to expand	175
3.23 Waitakere case study – Family of young person entering the justice system	185
<b>4. APPENDIX 1: Question Line Framework</b>	<b>206</b>

# 1. Introduction

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## 1.1 Introduction

The State Services Commission (SSC) has six development goals for State Services:

- **Employer of Choice** – Ensure the State Services is an employer of choice attractive to high achievers with a commitment to service.
- **Excellent State Servants** – Develop a strong culture of constant learning in the pursuit of excellence.
- **Networked State Services** – Use technology to transform the provision of services for New Zealanders.
- **Coordinated State Agencies** – Ensure the total contribution of government agencies is greater than the sum of its parts.
- **Accessible State Services** – Enhance access, responsiveness and effectiveness, and improve New Zealanders' experience of State Services.
- **Trusted State Services** – Strengthen trust in the State Services, and reinforce the spirit of service.

As part of a wider research programme to understand New Zealanders' experiences of State Services, the SSC commissioned UMR Research to undertake qualitative research with users of State Services. The research will inform reporting into progress towards the development goals primarily of *Networked State Services* and *Accessible State Services*. The combined objective of these goals is to provide seamless, convenient and user-friendly service by means of collaboration and use of information and communication technologies, together with strategies to incorporate public experience and input into system design and implementation.

## 1.2 Objectives

The primary objectives of the study were to:

- provide an intimate understanding of a variety of experiences of public interaction with State Services, by means of in-depth case study interviews;
- understand and report on “outside-in” perspectives of State Services’ current performance with respect to the Commission’s vision and development goals, primarily *Networked State Services* and *Accessible State Services*; and,
- enable the Commission to combine this knowledge with ‘inside-out’ knowledge elicited from service providers in order to report on progress towards development goals and implement service delivery improvements.

In this report, we have reported on each case study to provide an intimate understanding of a variety of experiences of public interaction with State Services.

## 2. Methodology

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This research involved close collaboration between SSC and UMR researchers conducting two parallel and complementary research phases. In the first phase, UMR explored the “outside-in” perspective of members of the public and their experiences with State Services. UMR provided a top-line report to the SSC research team and, in some instances, where respondents had given their permission for interviews to be videoed the SSC research team were able to view interviews with respondents.

The SSC team explored the “inside-out” perspective of State agencies which had provided the services to the public that had been identified in the UMR research. In this way, efficient service delivery with regard to management priorities and public expectations could be considered in the context of one another. The approach is instructive because while public perception of and input into service success is a critical success factor for development of effective State Services, there can be little correlation between public satisfaction with services and internal measures of success. Careful consideration of aspects of respondents’ experiences can therefore inform the direction of effective service delivery.

The SSC specified that 24 case studies be undertaken in three locations, Waitakere, Taranaki and Christchurch, covering a wide range of individual experiences with State Services.

- **Waitakere**

- Retired, active community person
- Person with experience of mental illness needing a place to live
- Person trying to obtain family violence protection orders
- Family of a young person just entering the justice system
- Tertiary education (International student)
- New migrant looking for work
- Small importer seeking to expand import business
- RMA process (appellant).

- **Taranaki**

- Grandparent caring for grandchild
- Parent with children undertaking either distance education or attending a rural school
- School dealing with the Police/Child Youth and Family on behalf of a child
- Tertiary education (mature student undertaking tertiary education other than university)
- Workplace accident injury (employee)
- Treaty claim settlement process
- Farmer dealing with major weather event.

- **Christchurch**

- Family putting elderly parent into residential care
- Parent of a child with special needs<sup>1</sup>
- School leaver entering workforce
- Person returning from overseas (e.g. couple with a young child born overseas)
- Tertiary education (student attending tertiary education out-of his/her home town)
- Workplace accident injury (self-employed)
- An export business
- Person researching genealogy
- RMA process (applicant).

While an interview guide (see Appendix 1) was developed based on the analytical framework devised by the SSC (see below) in many cases the sensitivity of the subject matter for respondents required interviews to be conducted in a free-flowing manner that suited each respondent. This often involved respondents relating the somewhat complex detail of their experiences as they were recollected with probing from the interviewer to derive key aspects of information as appropriate. Respondents were also given a projective exercise in which they rated on a perceptual matrix and a proximity map their perceptions of the accessibility and effectiveness of State Services. These are reproduced in each of the case studies.

Research was conducted between 12 February and 30 April 2007.

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<sup>1</sup> This case study is not included in this report as it was not possible to include it and protect the privacy of the respondent.

## 3. Case Studies

### CHRISTCHURCH CASE STUDIES

#### 3.1 Christchurch Case study – Genealogist

This case study represents how this person felt about the service he received. It is not representative of the New Zealand population.

##### ■ Respondent

This respondent is an 80 year-old male, former Professor of [Discipline] and Doctor of Philosophy. He lives with his wife and has adult children. He has used the services identified in this case study over a number of years and he continues to use these as sources of information.

##### ■ Background

The respondent has had a lifelong career lecturing and researching. His involvement with genealogy research came after his retirement at the instigation of his son who encouraged his father to record some of the family history and provided him with a software programme to conduct some research.

*I was visiting my son who lives on Waiheke Island and we had a meal one night. We were sitting around afterwards and I was talking to him about [name]'s sisters- that's my son [name]'s aunts and his grandparents and that sort of thing and he said to me "Oh come on Dad, you've got to put this down on paper". To encourage me in this he downloaded a genealogical programme from the Internet called Brother's Keeper. He sent me this and that's really essentially how I started. I got going and it was the beginning. (Christchurch, genealogist, male)*

Another influence on him was an older cousin who the respondent said had a prodigious memory about the family's history, but had never recorded the information down. When he died in 1994 much of that information went too, so the respondent then took it on himself to research the family history.

*On his 80<sup>th</sup> birthday he invited about 60 members of the family and their hangers-on to a luncheon at the Old Orchard, which is a place that has functions. And I saw him quite frequently and we had talks and that sort of thing, but he had prepared a family tree, long hand. So I said look give me this and I'll get my secretary to type it out and we'll run off some copies, which we distributed at this 80<sup>th</sup> birthday party. So that was a sort of turn point there. Now unfortunately after he was 80, it was something for me to think of. I sort of caught up with him and he never really continued with his work on the family. He died in 1994 and most of the information he had collected unfortunately was lost, because it was all in his mind. He had, as I was saying, this tremendously good memory, and could talk about vague relations and that sort of thing, but that was gone, except for the correspondence that he had had with other members of the family to get the information, so I was able to get hold of this material from his sister and from another cousin who had some of it. And that was very valuable, basic material but later I became imbued with the idea that I've got to get this down on paper. (Christchurch, genealogist, male)*

In the course of his research, he found the family tree his cousin had put down was wrong and embarked on trying to accurately record the family history. What drives him now is a desire to record the family history before he himself dies. He also enjoys conducting the research and likened it to the research he did when he was an academic.

*I think perhaps we feel we are getting nearer death and these things are not being recorded. [A sense that something could be lost to ...] Lost completely. [Yes.] And I think that the death of [name], without his having put the material down was a main thing to make me say, right I'm going to put this down but one of the things was that I decided was that I'm going to put this down in writing, and that was my main sort of thing. And if you don't get it written down, you can't really do much with the material that's in your head. Other people have to look at it, say if it was correct, compare it and that sort of thing. (Christchurch, genealogist, male)*

## ■ Contact with State/Local Government Services

The main sources of information for the respondent's genealogical research are libraries and museums. The Canterbury Public Library provided him with information sources such as old directories and newspapers.

*[Any interaction you've had with any state agency in doing this work?] Probably the most useful is Canterbury Public Library and I was able to search their information, Wisers Directory, Stones Directory, old telephone books, tombstones, they have a directory of tombstones, but most important they have a huge card index of births, deaths and marriages in Canterbury. I used that extensively and I've used the papers, they have microfiche and microfilm of Canterbury papers and that sort of thing. [Is that newspapers?] Newspapers, yes. [These are back issues of the Press?] Right back to, yes, Lyttelton Times, yes. The librarian who is in charge of this area, [name], is a delightful fellow, very helpful and I've always found librarians helpful. I used to be chairman of the library committee for years at [name] and I've always liked librarians, I've got on well with them, they were nice people. (Christchurch, genealogist, male)*

The staff at the library were particularly helpful in their suggestions as to which sources of information to access.

*He would suggest different things to look up and what to do, which source to go to and that sort of thing. (Christchurch, genealogist, male)*

The Canterbury Museum was a useful source of information about landholdings and lists of immigrants to the Canterbury region in the 19<sup>th</sup> century.

*Canterbury Museum has a library and they've done a huge amount of work. Some of it overlaps with the Canterbury Public Library. A lot of it is quite different, there's a lot of landholdings and I did a lot of research into my grandfather's landholdings in and around Flaxton. That sort of thing. They were very helpful there, and they have lists of immigrants and when they arrived, and that sort of thing. So their stuff is valuable too. The other museum, the Kaiapoi museum, that's the old Courthouse, and that must be the coldest building I've every endured, and they have no money and they've got an area that's about as big as this house with a one bar heater in it! So again they are all volunteers I think and they are very helpful there. (Christchurch, genealogist, male)*

The respondent noted though that people who were unfamiliar with libraries and books might be intimidated by what the research required.

*I think if you're used to using libraries, is an important thing. I think a lot of people who come to do this sort of research have never been into a library and they're scared. (Christchurch, genealogist, male)*

Other local libraries and Museums, such as the Kaiapoi Library and Rangiora Museum were useful. Apart from confirming records, the respondent spoke of the importance of being able to sight what his ancestors had written in order to get a feel for the individuals themselves.

*The Kaiapoi Library is like the Canterbury Public Library, it has novels and books and it's got a few old documents including things like the Mandeville River and Road Board which my grandfather was chairman of. And I was interested to read the minutes and see his actual signature on them, and through reading them, you got a feel for the man. Now that's Kaiapoi. Rangiora Museum again nice people and mostly volunteers. They had a lot of stuff about the shows, the agricultural shows and grandfather got first prize for pigs, best sow, best piglets and this sort of thing. And one of his sons took over and he was also on the board of the show committee, that sort of thing. So they were useful there. (Christchurch, genealogist, male)*

The librarians referred him to other libraries and were able to access information for him through the inter-loan system.

[Did any of the libraries, or two of the museums you went to, venture a suggestion as to why don't you go to Kaiapoi or Rangiora, or was there any reference on?] *Yes, yes I think so. As I say librarians are helpful people so if I haven't got it, perhaps so-and-so has, rather than being the other way, if I haven't got it, to hell with you. Librarians are nice people. [Were there examples of where the library would have gone to another source to source something for you?] Yes, they were happy to inter-loan books for me, which of course, I was very familiar with the inter-loan system. As I say I'd run a library so I knew about these things and I knew about the National Library and how to access them. (Christchurch, genealogist, male)*

The National Library was accessed over the Internet for information 'fishing' expeditions to confirm other pieces of information he had obtained.

[Did you access the National Library in your research as well?] *Only through the Internet. [What were you looking for there?] Ah I would just be fishing. Put in [name] and see what came up. [Was it useful from the National Library?] This game has lots of little snippets that you put together. One thing confirms another. (Christchurch, genealogist, male)*

He also visited the Internal Affairs' website.

[Have you had occasion to have contact with the National Archives or the Department of Internal Affairs?] *Yes, I visit the Department of Internal Affairs website. That's jolly good, there are lots of references [Can you tell me a little bit about the website, what you're looking for and what can it provide?] It's got information about various names, look up names. And I must say, this is fundamental but [name] and [name] are rather strange names. If it were Smith - [The unusual names you are looking for?] are much better to look for. So you know you can see that somebody's sold a farm such and such*

*and somebody wrote a will and it's recorded. [And you can access that through the website?] Yes, but you can't access the will but you can find all this on the website. (Christchurch, genealogist, male)*

Although he had not had direct contact with National Archives, other members of the family who have assisted him with his research have accessed wills from the archives on his behalf. He understood that it was a straightforward process to access wills.

*[I also mentioned the National Archives.] National Archives I haven't had occasion to visit them, but I've got wills that have come from National Archives that other members of the family have got. [They obtained them for you, through National Archives?] Yes and I believe it's very simple and works very well. And again the wills are listed so you can know whose will - time's a bit of a problem to get everything done. I will go and find that out because I've got one aunt I want to know about. Because I always thought she was a bit slow, mentally deficient, I was told, but she left a will so couldn't have been all that stupid. (Christchurch, genealogist, male)*

He approached the local Land Information New Zealand office personally to look at maps so he could locate properties where ancestors had acquire land.

*I was getting the maps of the sections and which pieces of land were bought on which day, and that sort of thing. But I've always got my approach to these people, hey look I'm looking for this information and I wonder if you could help me. I don't know anything about this, and you're the expert. Would you be able to dig out something for me? And you know I think that - I don't think I've been differential but I don't go in saying I want this. I'm very careful on how to approach these people. If you get them on your side, they will go the extra mile and say ah yes, but, don't go yet I think I've got something else so far as records that you might like. (Christchurch, genealogist, male)*

One piece of research led him to the Reserve Bank's website as it has a tool on it to calculate the value of money over time.

*I was very interested to know when my grandfather left and a particular member of the family with a thousand pounds in 1915. What was it worth? What's a thousand pounds - \$2,000 - well that's \$12,500 and the Reserve Bank calculate that. You know the Reserve Bank have got a calculator. [So you went on to the Reserve Bank website to calculate?] Yes, yes. (Christchurch, genealogist, male)*

When asked how services could be improved for people seeking information like he was doing, he suggested that users need to be aware of what they could access. He suggested that many people did not know what was available.

*I'm used to doing research, I've been doing it all my life. I know how to use libraries, I don't have any problem with reading or writing and I know what documents to look for, and that sort of thing. So you're probably asking a bad person in that particular question. How could it be made better? It's a matter of accessibility I think. That yes these services are available. I think that's the main thing that a lot of people wouldn't have a clue. They just wouldn't know that sort of thing. It isn't there for the asking. (Christchurch, genealogist, male)*

One of the few areas where he was irked by his dealings with State or local government services was with the cost of acquiring a copy of an old birth, marriage or death certificate. He said this issue had been taken up by the Society of Genealogists.

*There was one outfit that I find very difficult. And that is Births Deaths and Marriages. And the huge sums they charge. [Tell me a little more about that? Is that with Internal Affairs?] Well I've got them in a file. They used to produce a document, I don't think it was a legal document, about births, deaths and marriages – I don't know about \$5 or something like that. They put it up to \$30 or \$35 which is prohibitive for most people. You would really only ask for that if you wanted some legal – and I think that stuff should be on line. Okay it's a hassle for somebody to go and look it up, for me, you know one person, but once it's on line, it doesn't cost you anything. [And your need isn't one for legal verification clarification?] No, no. [It's simply historical record to witness.] Yes, that's right. And the Society of Genealogists have done a lot of work on these things because they are so costly for their members. (Christchurch, genealogist, male)*

He also mentioned accessing the service records of an ancestor through the Armed Services in Porirua but could not specify the name of the office he was referring to.

*I've found the people in the army, what do they call themselves? Records – Porirua – Services – there's a general term for services. [Armed Forces?] Armed Forces, yes. You can ask for your relations' service record. [So you've been in touch with the Armed Forces?] Yes, yes. (Christchurch, genealogist, male)*

## ■ Contact with non-State/Local Government Services

Non-State or local government organisations were a source of genealogical information too. Information sourced from these sources could lead to the need to gain more information from State or local government sources and vice versa. So, for instances, the Society of Freemasons was a useful information source.

*My grandfather was a member of the Masonic Lodge, the Ashley Lodge and I met up with the guy who was the grandmaster, Mr [name] who took me in and allowed me to read their meeting records and take photographs of the names on the wall. (Christchurch, genealogist, male)*

The Anglican Church was another.

*I'll tell you who I spent quite a lot of time with – Anglican House, which is the offices of the Church of England, and they have a part-time archivist. She's a professional archivist and was interested in there because she was able to produce information about synod minutes, because my grandfather was on the synod. She was able to give synod minutes when my father was on the synod and he was also a warden at St. Peters and I was able to see all of these. (Christchurch, genealogist, male)*

## ■ Intermediaries

Family members act as an important intermediary for the provision and verification of information. Other genealogists, particularly those in Australia and in England, are also of assistance in tracing information.

*I've been aided by a website that a lady in Melbourne, Australia, has put up about her family. She's a [name] but there are lots of [names] in her background. And she's got them right back to 1650. I've got the family tree for that that I've worked out again with the aid of my cousins. She and I have decided that yes, there was this man who was a [name] and we can trace him back right to a common ancestor with the line that comes down to my mother's family. But they're miles apart. (Christchurch, genealogist, male)*

The Google search engine is another tool that he uses too.

## ■ Preferred contact

Email was the preferred means of contact because it enabled information to be provided immediately and across long distances. Face-to-face contact was also important.

[In terms of the contact you made to get these services, you used websites, telephone?] Yes. [Email?] Yes frequently. [Face-to-face? And which of those is the most useful] Undoubtedly email. [Why is that?] Because the immediacy. At the moment I'm dealing with two people in England about the [name] family. One lady has email, the other you have to go by post. You know, you write a letter and it takes a fortnight to get there and a fortnight to come back - snail mail, those snails are really getting slow, but email I can send something and it's back in the morning. (Christchurch, genealogist, male)

## ■ Projectives

The respondent rated the libraries and museums he had dealt with generically at 90% for accessibility. He said he did not like to rate anything 100%.

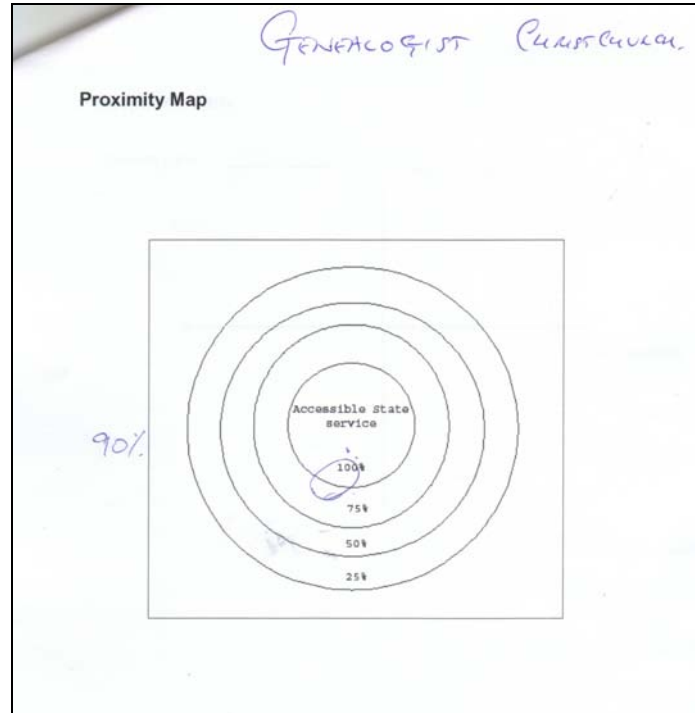


Figure 1: Accessibility of libraries and museums

The rating for effectiveness was equally high.

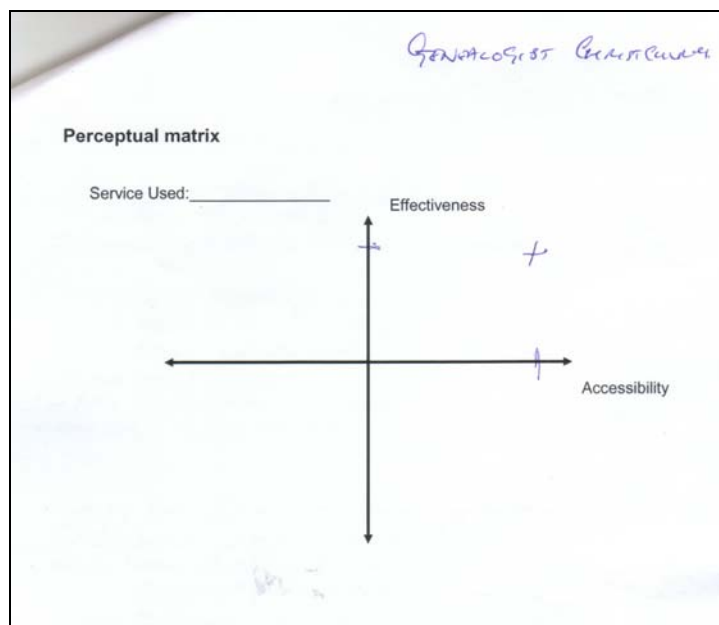


Figure 2: Effectiveness and accessibility of libraries and museums



## 3.2 Christchurch case study – New Zealander returning from overseas with a child born overseas

This case study represents how this person felt about the service he received. It is not representative of the New Zealand population.

### ■ Respondent

The respondent is a New Zealander in his 30s married to an English woman who is currently applying for New Zealand citizenship. They have two children, a 5 year-old girl and a three-year old boy. He works in telecommunications IT and his wife is an interior designer. Although he has a brother and sister in Christchurch this was not a major reason for choosing to live in the city on returning from overseas with his family.

### ■ Background

The respondent is a New Zealander who returned from living in Britain with his wife, who is English, four years ago. At the time, the family comprised of him, his wife and their 1 year-old daughter. Their household income is about \$90,000 per annum. Before deciding to come and live in New Zealand, he brought his family over for a holiday. His motivation for moving back to New Zealand was to bring up the children in New Zealand where he said there was a better outdoors lifestyle and where he would be able to provide a better standard of living for the family as in New Zealand they would be living mortgage free.

*First of all originally we came back on holiday, came over wanted to take the family to New Zealand where I'm from and my wife said "we'll go along with that but we're not moving back". She was quite adamant about it but we came over, got the old campervan, did a tiki tour around both the North and South Islands to show them all the sites really and then came here to the home town, met up with a few people. Went back to the UK, sold our house after discussions with the wife about bits and pieces. I knew that IT-wise I could get a job over here without really much hassles and with her degree as well, I knew that she could also come back and our style of living would be much better than it was in the UK. I suppose basically the mortgage we had in the UK was quite big. Over here with our savings and bits and pieces there was no mortgage. It was all factors when it came down to it. (Christchurch, returning OE, male)*

### ■ Contact with State Services

Immigration New Zealand at the New Zealand High Commission in London was one of the initial points of contact with State Services. First, the respondent had to renew his New Zealand passport which was a straightforward process.

*I had to renew my passport because my New Zealand passport had expired. I had dual nationality ... I reapplied for that through New Zealand House in the UK. That was pretty straightforward, a piece of paper in, \$200 and back came the passport so that was reasonably straightforward. (Christchurch, returning OE, male)*

Then, he and his wife had to establish proof of their relationship which required the presentation of a wide range of information from mortgage documents to police reports to birth and marriage certificates.

*With my wife and daughter, we obviously had to prove our relationship for immigration so obviously bank statements that we'd been together for so long, various other bits and pieces that we had actually married and it was my child and that we were in a stable relationship. It wasn't just me going over to the UK, picking up a bride and coming back for immigration purposes for her which didn't take very long but the thing of having to provide all that information. Luckily we had all that information. I suppose if we didn't have it then it would be a – [What sort of information did you have to provide?] They wanted a birth certificate for myself and my wife. Obviously proof of my residency of where I was living in the UK for so long and also the fact I had a New Zealand passport as well. My wife's residency, her police reports, my police reports, my daughter's birth certificate. We were obviously named on there. Details of our relationship such as a marriage certificate. Bank statements going back a few years to prove that we'd been living together. Also our mortgage documents were there so we had those and they were in joint names so that was quite straightforward. (Christchurch, returning OE, male)*

Although this required a lot of information to be gathered together, the respondent felt it was necessary and had no complaints.

On arrival in New Zealand, Immigration New Zealand provide a package of information about life in New Zealand.

*They sent out a packet at the beginning and in that packet it's got a huge amount of details about your rights, what you can do, what you can't do. Just basic common law. Driving and various other bits and pieces that would help. With us it wasn't so relevant, some of those things, but you could see looking at the pack that it would help. There were even things like schools and they had the health care which is all handy, and details on ACC. [So that was all part of that citizenship?] It came as a pack, yeah. Sorry, it's from Immigration. It was an immigration pack once we arrived in the country. (Christchurch, returning OE, male)*

He said it would have been useful to have included in the package information on tax brackets and the types of IRD numbers required.

*It would be helpful if they had what the tax brackets were, what it was for, what the tax that was taken off you, what it was used for so it gives you an understanding of what it's for and why it's so important to the government that this has to be taken, and just basically information of why you need it, who needs one and what types of IRD numbers are available such as businesses and various other bits and pieces. (Christchurch, returning OE, male)*

His wife obtained a work visa as a de facto to permanent residency prior to leaving London and the respondent had previously lined up a job through friends when he had brought his family out to New Zealand for a holiday.

*Once you apply for your work visas you can apply for a job specific work visa which they approve. You just get a visa for 12 months, two years or whatever it is, and at the end of that you have to leave. We applied for the next stage which is permanent residency for her so we bypassed the work visa stage but you get a work visa in the interim whilst they're working out your permanent residency as we were coming over so we got a work visa first just to cover us for that period so we weren't without visas and then the permanent residency application was still processing. That then came through ... and arrived with a passport. (Christchurch, returning OE, male)*

*Obviously I didn't need work visas or anything, she did. She got her work permit and within four months she was working. (Christchurch, returning OE, male)*

The work visa was obtained because the family anticipated the time it would take to obtain permanent residency, which would automatically qualify his wife to work in New Zealand, would take too long.

*The process, if you're a non-New Zealander you go into a pool. That pool is then drawn out. That can take up to three months and after the three months they then give you a case study or a case agent. That then goes on for another year I think and could take up to a year, 12 months. [So that's why you needed that other work visa?] Because we were coming back straight away and I said "I can be here, I've got a job, that's my bits and pieces but my wife wants to start working" so we then applied for any occupation in a job at that period of time and that was approved straight away and that was done in the UK. (Christchurch, returning OE, male)*

Immigration New Zealand acted as the referral agency for other State Services.

*[How did you get to hear about all these different services anyway, like Department of Internal Affairs?] Immigration pushed us to the Department of Internal Affairs. Once we'd finished off – there's obviously a process of getting my wife's visa and bits and pieces as she was an immigrant, had permanent residency so she'd already immigrated to the country, they pointed us in the direction of Internal Affairs to then start the next process off of getting her as a citizen. (Christchurch, returning OE, male)*

Contact was subsequently made with Inland Revenue to obtain tax numbers for his wife and daughter.

*My IRD number was fine. My wife had to go through applying for one. My daughter has to get one as well because it's not automatic for them. (Christchurch, returning OE, male)*

Contact was made with the Department of Internal Affairs (DIA) to apply for citizenship for his wife. This has been a slow process and involved the provision of much of the same information that been previously provided to Immigration New Zealand.

*They're pretty slow to respond and the process just takes far too long. It's been eight months... She had to be over here for two years minimum. Again it was the case of having to prove who we are, what relationship we're in. The same paperwork really for there, for that little bit. She then obviously has to have police reports, health reports ... approved for degree so education standards. They also check if she speaks English and how well she speaks English. [Was she asked verbally or just written?] It's one of the questions. You start writing through the thing, it asks you where you live and it doesn't take into account that possibly you may be speaking English anyway. If you can read the form surely you must have some understanding of English. (Christchurch, returning OE, male)*

Citizenship applicants are given a letter acknowledging receipt of the information provided, a case number and the name of a case manager.

*You're given a case number and an officer looking after the case. You get their details. That's really about it. [So how far in the process are you at the moment?] We're just waiting now for the final approval. I had to prove who I am and where I'd come from and what I'd been doing. [And that process has taken eight months so far?] It's pretty much eight months, yeah. You have that two-year period first of all. As soon as the two years are finished we put the application in and it rolls on. It can take up to a year they said. (Christchurch, returning OE, male)*

The respondent said it would have been helpful if DIA were able to provide applicants with progress reports.

*I think they could have been a bit more – just give you progress reports or let you know what the process is or where you stand in that process. I know it takes eight months roughly to a year. Give people a spreadsheet at the beginning, this is what's happening at certain times so it gives you an idea of what's going on so you're not in the dark. What are they doing? Is it sitting in the corner covering dust? (Christchurch, returning OE, male)*

The onus appears to be on the applicant to contact their case manager if they wish to be kept informed. However, when contact is made staff have been helpful.

*They've been pretty good. We've phoned them up. They normally answer the phone straight away or call back. We've never had any problems with that. It's when we've actually spoken to them they've said "this is the stage it's at" or "I don't know ... I'll get back to you" and he inevitably got back. [So you've been able to get answers – they've been able to answer your queries when you've rung up?] Yes. (Christchurch, returning OE, male)*

However, there was evident value in having the same people dealing with the family's applications over time.

*Once you've got your case officer you tend to speak to the same person, or you speak to someone who has got access to those notes. Most of the time it was the same faces. [Was that a good part of the service?] Yes because they recognise you, you recognise them, so it does help and I happen to know one of the ladies at Immigration. I recognised her straight away so that helped. Didn't help me jump the queue though. (Christchurch, returning OE, male)*

The time it takes to process citizenship applications posed a potential problem for the respondent and his wife as she needed to return to the UK during this period at a time when her visa would run out. This prompted the respondent to go to the NZIS office in Christchurch to inquire about obtaining a visa extension even though he was aware of the 0800 number he could have used. The reason he did not use the number was because his inquiry was specific and urgent. As this was at the beginning of the year, he noted the queue of overseas students who were also at the Immigration New Zealand office.

*I actually went there to organise it. It's a shame there was a massive queue at the time. They've only got one operator on in Christchurch and it's quite a busy student town especially for a lot of Asian students coming to the country and they just have one person answering questions and obviously there's communications issues with foreign students... I know they've got an 0800 line you can ring, or you can go on-line to get questions answered but we had a specific question and we needed a specific answer very quickly so we had to go there. I think possibly they could do with having more than one person on the desk or even possibly employing a couple more trained staff who can process things a little quicker. (Christchurch, returning OE, male)*

Even though he was aware of the 0800 number he could have used, he did not use it as his inquiry was specific, urgent and required face-to-face contact.

*I wanted an answer face-to-face plus I just wanted to get an answer in plus it was on the Friday and she was flying out on the Sunday and if we needed to buy that visa there and then I had a passport, I was just going to say "there's the money, there's the passport, please put one in there now" and so that way then I knew it was coming so she wouldn't get stuck. (Christchurch, returning OE, male)*

Land Transport New Zealand or its agent was another contact point and where he experienced some frustration with respect to his driver's license.

*Changing my driver's license back. I'm qualified to drive V trains and various other vehicles and when I came over I applied for my driver's license back again and they gave me a standard driver's license but I didn't have all my other qualifications put on there and then I had to spend another \$150 to get all those added back on after the time say. If I'd been advised at the time to apply for this one rather than – it would have covered them all ... I would have just paid the \$80 at the start for the most advanced license on mine and it covers you for the rest anyway whereas I put the money in, naively put it in, I'd been advised "this is what you want" and unfortunately it ended up costing me a bit more but such is life. (Christchurch, returning OE, male)*

The respondent said it would have been useful to have had a one-stop-shop which would reduce the amount of information that needed to be provided.

*It would have been nice if it was all one body where you put in an application for this and the idea is that it goes through the stages it needs to go through and each agency does talk to each other, so the person coming into the country through immigration, you need an IRD number, here's your IRD number. We've already taken the information out of that one packet that you've submitted and then that packet gets moved along the system such as your health, police checks, security. Two police checks ... done for my wife, one for myself and the health checks as well. Had to do two of those. [So that's been done twice?] Once in Immigration and then once*

*for – [Citizenship?] Because they only last three months and the police check lasts six months I believe. So once they're out of date you've got to do them again ... same information twice but fair enough. That's why it's a license for everything ... It would be nice if one agency could handle – not necessarily one agency, have the agencies communicate with each other so when you fill the initial form in it says on there what your paths want to be and they then go through the process of organising those lines and they get moved to wherever they need to. (Christchurch, returning OE, male)*

He went on to say that he felt that once visas had been issued by Immigration New Zealand in London, it would be better if on arrival IRD numbers and even driver's license could be available on arrival.

*It would be nice if they could produce the IRD number as you come into the country. You get your visas. They know you're coming. We've organised that side of it so you get basically a welcome pack with all the bits and pieces you need doing and even things like with the driver's licensing agencies, have that tidied. You've got your UK driver's license or whatever driver's license you've got, you're expected to sit a scratch test which is pretty straightforward over here. To be fair we were a bit miffed that we were asked to sit a scratch test here because the driving standards here are absolutely terrible to what they are in the UK. (Christchurch, returning OE, male)*

While the respondent said there were generally no problems going through the various application procedures, he could see how someone could get tripped up by not providing the right documentation. He also commented on the delays incurred in establishing the bona fides of his wife's university degree.

*I don't think there's been any hiccups for us but I could possibly see where people could get hiccups. [In what way?] If they're quiet and follow the procedures they're supposed to be, they could either bypass one procedure they need to follow or not have the right documentation to go on to the next procedure. I suppose one thing we did have a problem with was proving my wife's degree. She obviously had to prove that degree. She had the degree certificate but they still wanted to question it and contact the university. The university then obviously delayed the situation in processing that. (Christchurch, returning OE, male)*

## ■ Intermediaries

There were no intermediaries though the respondent was aware of immigration consultants who could have helped when he arrived by means of a flyer given to him by an Immigration New Zealand official. He chose not to take up the service because of the costs and the fact that he felt he could manage the application process himself.

*When we first came in someone was putting flyers through – I think it was Immigration, someone gave me a flyer there about applying for bits and pieces using an agency so basically all the work that I was doing they were going to do for me and then charge me a lot of money for it. When I looked at what they wanted to do and what I could do, I thought no. That was actually a flyer in the Immigration place itself. So could possibly be a conflict of interest there. If you've taken the time to go to Immigration, why hand out ... but then again I suppose people who don't quite understand the culture of the ... that would be very helpful to them I suppose. (Christchurch, returning OE, male).*

## ■ Preferred contact

The Internet was the preferred means of contact though face-to-face and phone were also used.

State Service websites were used by the respondent quite extensively. He felt the Inland Revenue site could be better designed as it was easy “to get lost in it”. The Immigration New Zealand site was also helpful, though the respondent said the ability to do on-line applications would be helpful.

*Immigration again have got a very detailed – what section to apply under for your immigration, who should be applying, what forms to fill in and you can even download the forms which is quite handy. It saves you having to go in. It's a shame they don't do an on-line application, fill the form in on-line, send it off and any other paper they need they can request at a later date ... they've got an on-line application, initial application, where you tick all the boxes and fill them all in and that gives you the points system. They say ... X amount of points, please put yourself into the pool of interest and in that way ... [So you do that when you're in England?] You can do it in England, you can do it here. We obviously didn't use that site but it is there [But you're saying that an on-line application process further down the track might actually be quite useful as well?] Yes because we had to fill in certain forms. It would have been handy if we could actually fill those forms in on-line and tick them off without sending them. (Christchurch, returning OE, male)*

The DIA site was helpful and had a lot of detailed information about the citizenship application process, but did not have an on-line application form as far as the respondent could recall.

## ■ Projectives

The respondent rated the accessibility to all State Services quite highly at 80%.

*Probably about 80%, 75%. [What has made it so easy for you to get into that 80%?] I work in town and that helps so I've got immediate access to them. I don't have to worry about parking and bits and pieces so I can just walk to most of these places pretty easily. They do have an 0800 number, most of them, and they've also got the websites. Obviously being IT that's something I've got no problem using. (Christchurch, returning OE, male)*

He rated Immigration New Zealand at New Zealand House in London as the most accessible and effective, but marked them down for being under-resourced at its Christchurch office. The DIA was marked down for the length of time it takes to process a citizenship application.



### 3.3 Christchurch case study – School leaver

This case study represents how this person felt about the service she received. It is not representative of the New Zealand population.

#### ■ Respondent

This respondent is a 17 year-old, female, school-leaver who left school in Auckland last year and moved to Christchurch where her family had lived previously. She is currently boarding with a friend who has a small child and pays \$80 a week board.

#### ■ Background

She left school after year 12 without passing NCEA Level 2. She is currently unemployed and seeking employment in a retail clothing store and has decided to undertake a course in interior design at the Christchurch Institute of Technology. She sees the job as both a means of paying her way through the course and learning about the fashion business. She has family in Auckland and friends in Christchurch from the previous time she was at school in the city which was about a year and a half ago.

#### ■ Contact with State Services

Her contact with State Services has been quite limited. Although she has been looking for a job recently and has not been employed since she left school, she has not sought any State assistance.

[Between the time that you left school and now, have you been in receipt of any benefit from the government?] *No I haven't.* [Haven't applied for anything?] *No. I've just been on holiday. I came down here in December for a few weeks, then I went back up north. We went to Whangamata for Christmas, then we went up north, then I've spent a few weeks in the Hawkes Bay with my boyfriend and then I just moved down here.* (Christchurch, school leaver, female)

#### ➤ Career services and KiwiCareers

Her first contact with State Services with respect to what she would do when she left school was with the careers adviser at school and the KiwiCareers website during the last half of her final year at school. She rated the careers adviser well because she was told about the kinds of careers on offer that were linked to her fondness of art.

[Let's move on to some of the people you spoke to when you were looking at the kind of things you might do. Who did you speak to when you looking? Anybody you contacted?] *I went to the school careers adviser, whatever you call them, and they helped me.* [How did they help?] *They gave me pamphlets on different jobs and talked me through it and stuff.* [Were they helpful or unhelpful?] *They were good. They kind of gave me an idea on what's out there and what I could do because I wanted to keep my art into what I was going to be doing as my career so that's kind of why I chose interior design because I can keep my art into it and be able to have a proper job at the same time.* [And you really liked art at school?] *Yes.* (Christchurch, school leaver, female)

The website, which had been suggested to her by the careers adviser, was also useful to her because it also gave her a feel for the salaries and skills needed for the jobs she was considering.

[Did you go to any websites or anything that they might have pointed you to?] *Yeah, I looked up KiwiCareers. [How did you find that?] It was pretty good because it gives you an idea on the pay range and tells you about what the job's about and stuff like that, and what skills you'll need. [How did you know about KiwiCareers?] Through the school careers person. (Christchurch, school leaver, female)*

The only other advice she sought was from her parents and adult friends of her parents.

Contact with the careers adviser came as a result of her realisation that she would not pass NCEA Level 2 and that she did not want to return to school the following year nor did she want to continue studying.

[Can you just take me through the steps you've taken whilst you were at school in terms of looking at what you might do when you left school?] *At the start of the year I was planning on becoming a lawyer but when I realised that I'm not going to pass Level 2 I decided that I had to find something else to do because I didn't want to go back to school next year and I didn't like the idea of studying for five years. So I spent the last half of the year going through all sorts of silly ideas like hairdressing and all that, exploring my opportunities. (Christchurch, school leaver, female)*

She was unsure what to do. Her father wanted her to do hairdressing while her mother wanted her to work in travel and tourism. Her mother organised some limited work experience while she was still at school to gauge her interest in travel and tourism.

*My mum wanted me to do travel and tourism so I kind of did work experience. [When you did work experience with travel and tourism when was that, how did you do it?] It was a few weeks just before – it was probably September/October. I did a few days of it, well one day a week for about three weeks there and that was quite good because it gave me an outlook on what they had to do and stuff. My mum organised it with them because she has to deal with them through her company because she does events management or something so she organised her trips through them. (Christchurch, school leaver, female)*

In the end, she decided to go to Christchurch to live, to find a job and to study interior design, but after she had left school it was evident that she had no idea of any government agency that could assist her in her search for a job.

[What about in terms of looking for a job down here in Christchurch, what steps have you taken there? Have you been in touch with any government agencies?] *No, I don't really know who to talk to about that. I've just been looking through the newspapers and going into the shops and asking and handing in my CV. [If you were to get in touch with a government agency, where do you think you might go?] I don't know any government agencies that do that. (Christchurch, school leaver, female)*

## ➤ Christchurch Polytechnic and Institute of Technology (CPIT)

Her interest in interior design was somewhat unclear as it was a choice other than what her parents wanted her to do.

*I actually don't have a clue why I chose interior design. My parents, one of them was pushing me to do hairdressing, well wanted me to do a hairdressing course. My mum wanted me to travel and tourism so I kind of did work experience in there and then I was just like "well I have to decide for myself, else do one of their decisions and not have the other parent nagging at me". [In a sense it was a choice to avoid either of their choices?] Yeah. (Christchurch, school leaver, female)*

However, she did a search on Google and came across the interior design course at the CPIT together with an application form for the course.

*[Just coming back to the CPIT, can you now talk me through the dealings you've had with them since you decided – you got onto Google, you ended up on their website, you saw the interior design and then you said "okay I want to do the course", then what happened?] I had to send my application in and write a 300-word essay so I wrote that, sent it in, waited for them to send my acceptance letter out. [First of all how did you find that application form?] It was on the website. You could either mail it in or just do it from the Internet. My mum was helping me the whole way through so she helped me organise my student loan and all that kind of stuff. (Christchurch, school leaver, female)*

This gave rise to the need for her to apply for a student loan.

## ➤ StudyLink

Her application for a student loan was arranged totally by her mother. The respondent herself knew little about the process other than the need to sign the relevant documents.

*[Can you talk me through how you got the student loan then?] I'm not actually sure because my mum did it. I was just there to sign everything. [You got the student loan through –] StudyLink. [You know how much the loan's for and all the implications?] Yes. (Christchurch, school leaver, female)*

The experience with StudyLink, was reasonably straightforward though she was told she did not qualify for a student allowance as she had not completed Year 13 and was not 18 years of age.

*[So apart from the StudyLink one, that's the only contact with State Services?] I think we went to, is it WINZ or something, just to – they helped us sort out the StudyLink stuff and get my student allowance – no, not a student allowance, I got living expenses because I can't get student allowance. [Why can't you get the other?] Student allowance? Because I'm not 18 and I haven't done seventh form. [Did you know that before you went along to Work and Income?] No I didn't. [How did you find the experience at Work and Income?] Yeah, they were real helpful and stuff, friendly, it was good. [How did you know that you had to go to Work and Income?] I'm not sure, my mum organised it all. I just had to go along. (Christchurch, school leaver, female)*

A follow up interview arranged with her mother indicated that she did not qualify for a student allowance because her parent's income would have been above the threshold.

Both the respondent and her mother were critical of StudyLink because they were advised by mail three times that the respondent did not qualify for a student allowance.

[Was anything unhelpful, been irritating or annoying in any of the ways you've had dealings?] *Yeah. I rung up a couple of times and they told me that they'd send a letter out saying I can't get my student allowance and then they'd just keep sending it and I'd ring up and they'd be like "you've been declined for the student allowance" and I'd be like "yeah I know, I've told you that, I'm not 18 and I haven't got my seventh form certificate and so I can't get it". I just thought that that was kind of pathetic how they didn't have it in the system and they'd have to keep telling me that I can't get it when I already knew that because they'd told me in the beginning. [So when you first went to see them, they said "okay you're 17 and seventh form, can't get student allowance", you knew that but you kept on getting letters about that?] Yeah and I'd ring up and ask and they'd be like – about my student living costs and stuff and they'd just say about my student allowance. I just thought that they would have had it with the rest of the information. [Were these letters providing you with other information that was useful at the time?] No, they'd just say that I'd been declined for the student allowance. [How many letters did you get like that?] Oh, only a couple. [Why did you get two? Was there any reason?] I don't know. (Christchurch, school leaver, female)*

The respondent also said it would have been useful when she received a letter that said her student loan had been approved that she was advised from what date she could access the funds.

*They did say my loan had been approved but I wasn't sure when it would come through. (Christchurch, school leaver, female)*

The loan and the job she is now seeking in a clothes retail shop are linked. It was evident that she may even break her studies next year in order to reduce the loan if she can.

*I'll try and pay off what I can during this year but because I don't know how much I'm going to be getting paid so it's going to be on like living expenses also. I was thinking of maybe taking a year off next year just to pay off, start paying off my loan and get myself sorted and so I can start fresh and do the diploma the next year. I was thinking of maybe going over to England and doing the diploma, getting better experience and stuff. [And you've looked at where – or have you not looked at where there might be those courses in Britain?] No, I haven't got that far. (Christchurch, school leaver, female)*

## ➤ **Work and Income**

The application forms for StudyLink were signed at Work and Income. As her mother filled out the forms, she had no comment on how she found the requirements. Her mother, who had recently done some tertiary study herself, was familiar with the forms and had no problem with them.

## ■ Preferred contact

Phone contact was the preferred means of contact with State agencies other than those used for careers advice at school because it was more direct and informative.

[What was your most preferred means of being in contact with these agencies?] *The phone or the Internet.* [Why are they the best?] *They're just easy. The phone's probably better because you can talk to them and find out what you want straight away. If you use the Internet and you look at their website you can find out what you want but if you have to email them you just have to wait a bit.* (Christchurch, school leaver, female)

## ■ Projectives

The KiwiCareers website was rated very highly for accessibility because it was very easy to understand.

*I'd probably just have to say 100 because I don't think I found anything wrong with it.* [Why was it so good?] *It was just easy to use, easy to understand, whereas like some other websites it takes you like an hour to figure out where everything is, how to use it.* (Christchurch, school leaver, female)

The next two projectives show the website rated very highly for both accessibility and effectiveness.

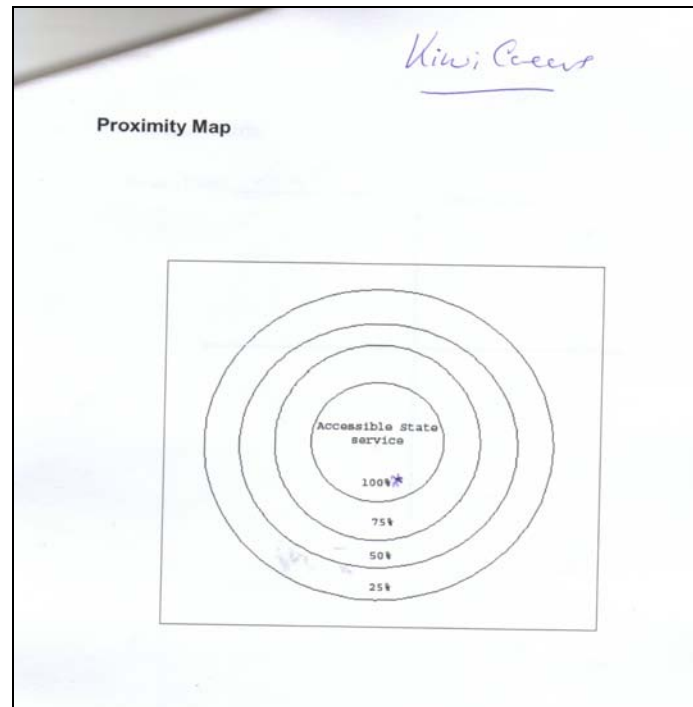


Figure 1: Accessibility of KiwiCareers website

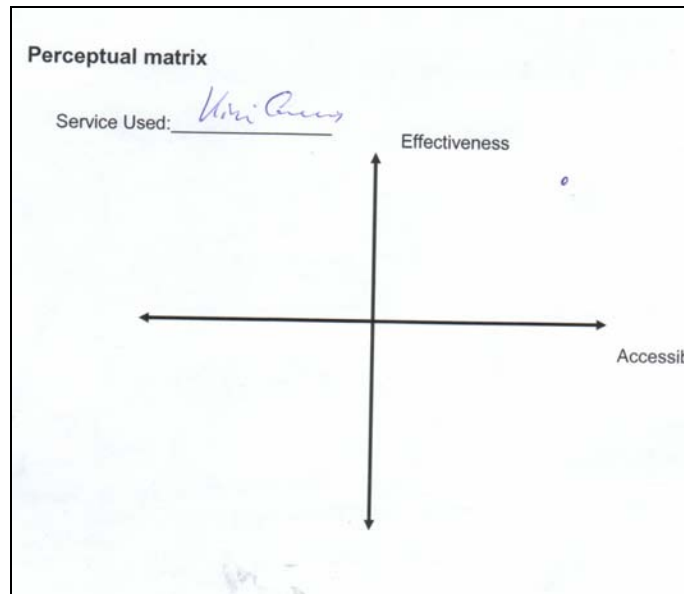


Figure 2: Effectiveness and accessibility of KiwiCareers website

She rated the careers adviser equally highly.

[What about the Ministry of Education, talking to your careers advisers, how did you find them in terms of being useful?] *Probably 100% as well because you could just ask them anything and they would help you find out what you need to know.* [When you dealt with the careers advisers and KiwiCareers, either on that website or when you talked to them, were they able to refer you on to other agencies that might be helpful?] *I'm not sure about that.* [How would you rate the services and the information that they provided you?] *Yeah, it was pretty good.* [Did you feel there was any information you wanted to know that they weren't giving you?] *Not really.* (Christchurch, school leaver, female)

The accessibility and effectiveness of the careers adviser were on a similar high level to that of the website.

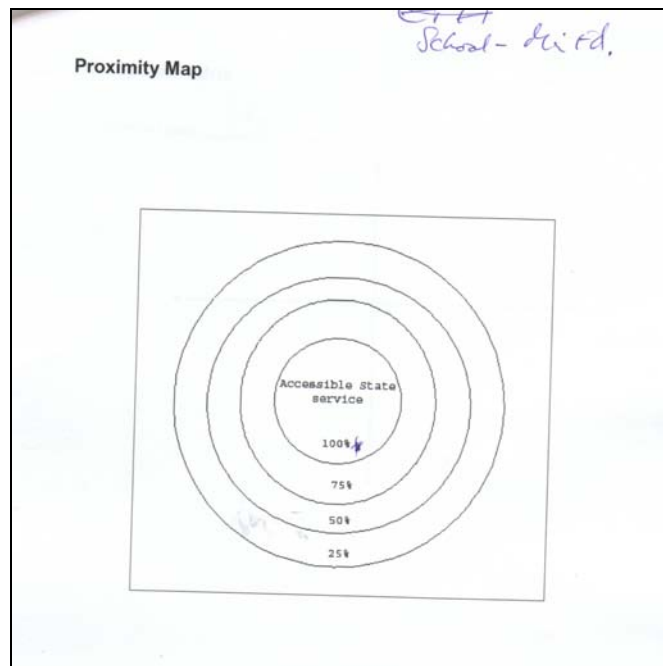


Figure 3: Accessibility of Careers Adviser

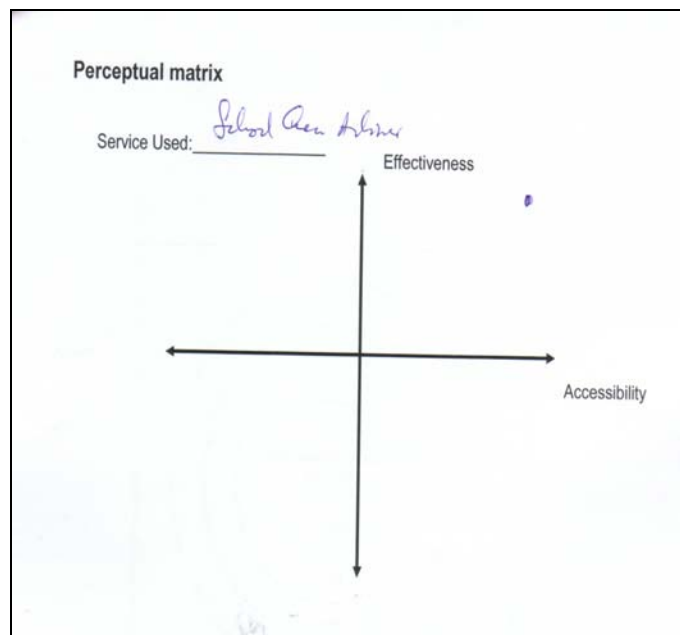


Figure 4: Effectiveness and accessibility of Careers Adviser



### 3.4 Christchurch case study – Tertiary student from out of the city

This case study represents how this person felt about the service he received. It is not representative of the New Zealand population.

#### ■ Respondent

This respondent is a 19 year-old male, second year engineering student from Auckland. He flats in Riccarton close by to the University with four other students. The respondent is single.

#### ■ Background

The respondent wanted to do engineering because he found that he did well at Maths and Physics at school. There were only two universities with engineering schools to choose from – Auckland and Canterbury – and he chose the latter from what his peers had told him.

*I'm doing engineering so it's pretty much here or Auckland and I didn't really want to go to uni in Auckland. Some who did wished they went away and guys who came down here said it was great so I weighed up stuff like that. (Christchurch, tertiary, male)*

Although he was not sure what engineering would be like before he started his degree, he now finds it interesting and described it as “real” by which he meant it involved learning about practical and tangible things.

#### ■ Contact with State Services

His contact with State Services has been confined solely to his experience with StudyLink.

*[Which of the State Services organisations in any shape or form have you had some contact with in terms of moving from Auckland to Christchurch and accessing loans and stuff like that?] Which ones have I? Mainly StudyLink's been the major one. That's pretty much the only one really. I did ... scholarships to take that. [The scholarships you've done?] I got a Level 4 scholarship from the Ministry of Education, stuff like that, yeah. That's pretty much it really. [Inland Revenue?] Not really. It's all handled through StudyLink. (Christchurch, tertiary, male)*

The respondent was aware of the need to contact StudyLink through friends before he went to university and his dealings with them were initially on-line and subsequently over the phone to iron out some problems. The respondent found StudyLink helpful and efficient with respect to his loan.

*I applied on-line but then you call them up to sort out problems, stuff like that. They're pretty good with the loan. [What was good about that?] Stuff they said, they did what they said they would. Prompt, stuff like that. They were clear with what they were doing. (Christchurch, tertiary, male)*

There was nothing about the process that he found difficult to understand.

*You apply on-line and then they send out a letter saying they need more information, a passport, an IRD and stuff like that ... they just send out a contract to sign and you've got to sign that and send that back in. [How did you find the contract?] Fairly simple. [Easy to understand?] Yes, it was all good. [No issues about what was in it that you felt uncomfortable about or anything like that?] No. (Christchurch, tertiary, male)*

The verification of his identification for the StudyLink loan was carried out in a straightforward way at a local Work and Income office.

*I got it done by a Work & Income person. They just got a copy and signed it just to say it's legitimate. [How did Work & Income come into the picture then?] They were just one of the registered people that can sign it. You can get a judge and stuff like that. [Did they give you a list of –] Yeah ... police officer and stuff like that. It's just that Work & Income just happened to be just down the road. [And you just send that in by mail?] Yeah, they had a prepaid envelope and stuff so it was easy. (Christchurch, tertiary, male)*

The main services StudyLink provides are the payment of university fees and the provision of a loan.

*[What are the important things that StudyLink does for you?] Student loan and paying out the scholarship. They're paying for uni fees and you get \$150 for living costs as well. (Christchurch, tertiary, male)*

However, he found the requirements with respect to his scholarship more problematic. He was initially advised in the mail by the Ministry of Education that he had a scholarship. However, to receive the scholarship each year he has to get his university to confirm that he was undertaking study with them. He found this process cumbersome and the people he sought assistance from over the phone were not helpful.

*[What prompted you to phone StudyLink about the scholarship?] They sent a letter because you have to reapply for it each year. They sent out a letter saying you had to reapply for the scholarship. [You have to reapply?] Because it's a three-year thing that they pay out. It was just really confusing and contradictory the way it was worded and it didn't really make one bit of sense or tell me what I actually had to do so I just got confused and didn't know what was going on so I gave them a call and they weren't overly helpful either. Took quite a while to find out what was actually going on...All I had to do was get a bit of paper signed by the uni so I have to do that in the next couple of weeks and send them that. That was pretty much the guts of it but it was just contradictory . They said it was going to be paid into my student loan account and if there was any issue the uni would refund it. It was on the same document as well so it just got me real confused. [So all those things were in the same document?] Yeah. [So what did they say about the uni ... got to pay something to the uni?] One thing said it was going to be paid into my student loan account and so the excess would be refunded to me, something like that, like if you've got a student loan it would come off your student loan kind of thing but that doesn't seem to be the case. I'm not quite sure why that was in there. [So where's it going now?] Bank account. [Bank account, okay, so after that phone call things have been sorted out?] I called up once and the person on the phone didn't know at all. So I called back later and got someone else – it was about two weeks after that and it sounded like that person actually knew what was going on. (Christchurch, tertiary, male)*

The respondent provided the first person he called on the phone with his email address so the information, which the StudyLink phone operator was unable to provide, could be sent to him. This never occurred.

*They said they were going to email me about it. I gave them my email address and didn't hear back so I don't know what happened there. Yeah, it was just she hadn't even heard of the particular scholarship because it's the same number you call from the student loan. (Christchurch, tertiary, male)*

The actual process he was required to follow to renew his scholarship for his second year was straightforward.

*Yes because you have to still be in tertiary studies and you have to keep the average I think so there's a few conditions you have to fulfill so they have to make sure of that ... just be clear. It wasn't complicated what I needed to do or anything. It was just confusing how they said mainly. [So in terms of that reapplication, you have to furnish them with your grade averages for the previous year, or does the university do that?] No, all I had to do was print off my marks from the Canterbury website and just send that in. (Christchurch, tertiary, male)*

There was some confusion for the respondent over the advice he received on the interest due on his student loan. This arose because he expected the interest to be written off on his loan and only expected to be advised that he was paying interest if he left for overseas after graduating.

*The only weird thing they had was when you ... your loan, they include interest on it. They tell you how much interest you've got to pay and all that kind of stuff ... why it was like that. It was just weird ... [So how often do you get that?] Annually. [So annually you get a statement from StudyLink that says "this year we loaned you \$5000?"] ... this much for fees, this much for allowance, stuff like that... They charge you interest. It's not really a big deal. [Is it a surprise that they're charging you interest?] Yeah, it's just weird about the way they charge you interest and they must write it off when you graduate or something like that, I don't know, because it hasn't been written off yet so I don't know when that gets done. [Do you expect the interest to be written off?] Yeah. [So your understanding is that there's no interest, you don't have to pay any interest on the loan that's coming through?] No. [No-one's ever said to you that there was interest to be paid on the loan?] None unless you go overseas after you graduate. That's the case at the moment. (Christchurch, tertiary, male)*

The respondent said the most important thing for him throughout his interaction with StudyLink was to ensure he received his funds. He said his entitlements would be exactly the same had he been living in Auckland since he would still receive the scholarship and be able to access a loan. However, he noted that one of his flatmates, who was from the Hawke's Bay, was in receipt of a living away from home allowance too. The respondent himself believed he was not entitled to such a payment because of his parent's income and because he could be doing engineering in his home city of Auckland.

*One of my flatmates gets the living away from home allowance because he's from a farm in Hawke's Bay. He gets \$190 a week I think it is and he doesn't have to pay that back. [How come he gets that and you can't get that?] ... I think it's part of your income, means tested from your parents' income and the fact that I could do engineering in Auckland. I didn't have to move away to do it. [So partly means tested plus could do engineering in Auckland?] Yeah. (Christchurch, tertiary, male)*

## ■ Preferred contact

The main contact the respondent had with StudyLink was through the mail, on line and over the phone. His preferred contact was on line as this was straightforward and efficient.

[How were the services or the information delivered to you, so basically you've had material sent by mail?] *Mail, or on their website, and then I called them sometimes if that counts, phone.* [Done anything face-to-face with them at all?] *No.* [Which is the one you prefer out of website and phone?] *Website.* [Why's that?] *It's laid out well, it's clear. On the phone it's a bit harder to find out what you need.* (Christchurch, tertiary, male)

However, the respondent said there were no delays when phoning up and the 0800 number was useful.

## ■ Projectives

StudyLink was rated 80% for its accessibility because he could get what he wanted in the main, but had encountered problems making phone contact.

[Ability to access StudyLink's services: about 80%, why?] *I can always get what I need and keep in contact with them but it can be a bit cumbersome sometimes.* [In what ways?] *You get shuffled around on the phone and things like that and people aren't quite clear with what's going on sometimes, and just taking the time, that's all.* (Christchurch, tertiary, male)

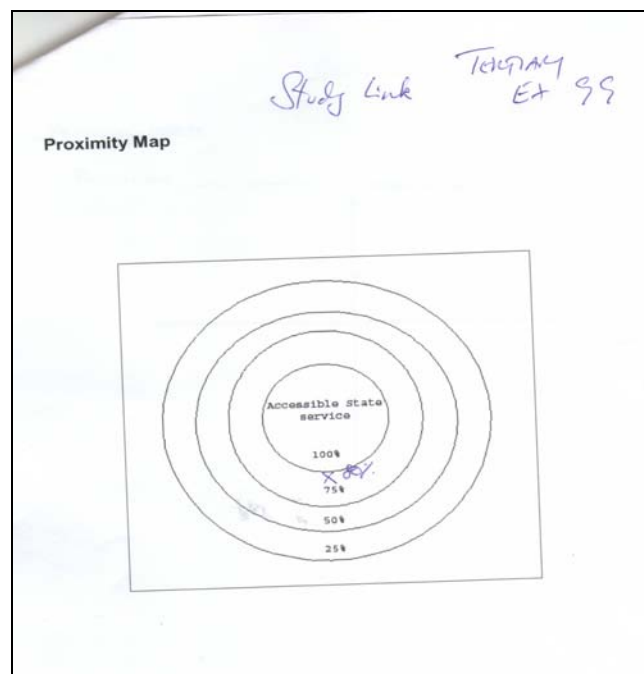


Figure 1: Accessibility of StudyLink

StudyLink rated a high 100% for its effectiveness. This was because he received his funds from them which were critical.

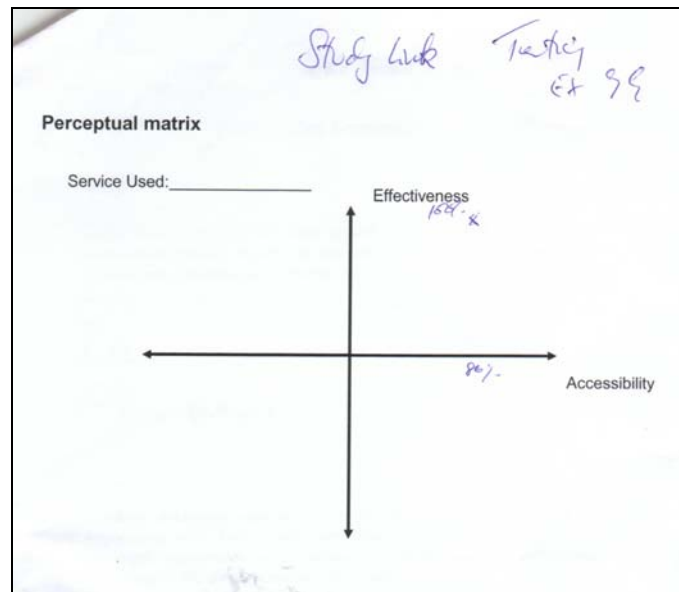


Figure 2: Effectiveness and accessibility of StudyLink



## 3.5 Christchurch case study – ACC workplace injury

The experiences with ACC described in this case study occurred over a number of years and ceased in the relatively recent past. Dates have been deleted to protect confidentiality of the respondents. This case study represents how these respondents felt about the services the injured person experienced. They are not representative of the New Zealand population.

### ■ Respondent – Dyad interview

This respondent is a 45 year-old male, describes himself as “a Kiwi white New Zealander” and been a self-employed sheep farmer for the past 17 years. He employs casual labour from time to time. He has a 12 year-old son in his care. He is divorced and now has a new partner. He owns the property he farms though part of it is on a long-term lease. The interview was conducted with his partner who from time to time provided her comments too.

### ■ Background

He describes himself as a self-motivated person who back in [year] was pushing himself hard on the farm and felt a twinge in his arm which gradually got worse over six months till he couldn't work with his arms any longer. He went to the doctor as a last resort as “being a typical male I didn't seek medical attention at that time”. He also found it difficult to sleep at night and experienced “pins and needles”. He was diagnosed by his GP as having tendonitis.

### ■ Contact with State Services

#### ➤ ACC

He approached ACC after his doctor had told him that he was going to need time off work and he had to keep the farm running.

The respondent said he was reluctant to use ACC because he regarded it as a hand-out.

*I reluctantly walked into ACC. I had no option but to walk in there. [Why did you have to go in to see them?] I felt that it was – I was off work. I could see it was possibly going to be a long time from what the doctor had said and I needed that possibly if I was going to have to employ someone to keep the farm going. [Why do you say reluctantly walked into ACC?] I'm not a person who wants handouts, who accepts handouts. [Doesn't accept help of any description really. That's why he's self-employed because he's in charge of who does the job. It's his responsibility. He's the one person he answers to. So having to go and say “I now can't do the job and I need somebody to help me” was a big huge issue. Huge in capital letters underlined lots and lots and lots because that's just not something he does. I mean he doesn't even ask for help from family let alone complete strangers. (Interjection.)]*  
(Canterbury, self-employed ACC with injury, male)

He described his initial contact with ACC.

[Do you want to talk me through the approach to ACC?] *Yeah, I felt like I went in there, I felt like I was treated as scum. [Can you take me through what was done, said, that created that impression?] I just felt that the woman that I was dealing with in there, I was just another number, I was a bludger. She was arrogant... There were no outward signs for anybody to see. If I'd walked in there with my arm chopped off, they would have probably jumped and said "right, we can, you've got a problem".* (Canterbury, self-employed ACC with injury, male)

His partner said there was also a lack of awareness of the impact his physical disability was having on his mental state of affairs.

*Normal everyday things to him that he should be able to do he couldn't do, and that mentally affected him as well as physically affected him because he wasn't able to do what he needed to do, and for a motivated person that goes out there and does it all day every day by himself, to suddenly not be able to do his day to day things he'd done for the last 17 years was a big struggle and they didn't seem to grasp that concept. It was like "you've just got a bit of pins and needles in your arm, just get on with it" really.* (Partner of Canterbury, self-employed ACC with injury, female)

The GP he saw referred him through to a hand specialist and the costs of that treatment were picked up by ACC. However, he found the hand specialist's treatment was aggravating his injury.

*They had me doing all these stupid exercises and it was aggravating the problem. After, I think it was a month to six weeks of travelling backwards and forwards to them over – twice a week or something to do these exercises and do things, they gave me one of those hand squeeze things, a spring-loaded thing, to keep working. This aggravated and aggravated it to the point that I just threw it away. I went back to them and said "that's it, I'm not coming back, this is not working at all, you've aggravated the problem also".* (Canterbury, self-employed ACC with injury, male)

While he was entitled to claim back the travel costs involved in getting that treatment he did not make the full claim on his entitlement because of the paperwork involved and the indignity he felt in claiming.

[Did ACC pick up the costs for the travel to and from to Christchurch?] *I didn't claim all the travel. I claimed some of the travel over that period of time. [What was the reason for only claiming part of the travel?] Just the hassle of having to get pieces of paper, getting everybody to sign it. [You have to do one for every trip basically. (Interjection.)] You felt like you were begging every time you went in there and I'm not a person who goes in there and likes to put my hand out and say "can you sign this" but after a time I started accepting it a little bit better, that it was just part of the course.* (Canterbury, self-employed ACC with injury, male)

He described the attitude of his first case manager during his first three months on ACC.

*Right from the start the case manager had an attitude that she had to get me off ACC no matter what. [And the sooner the better. (Interjection.)] That was her job, she had to get me off ACC at all costs. To do that she was suggesting that I got other employment, that I wasn't using my – [She effectively told him to change his whole life, his job, everything. (Interjection.)] This was within three months of dealing with ACC. [What sort of work did she suggest that you go off to do then?] Anything*

*where I wasn't really using my hands in a labouring manner I felt. It didn't matter what I did with my arms, driving, the whole lot, it still affects them. (Canterbury, self-employed ACC with injury, male)*

As a result, he did get a job selling bull semen for a short time, but he was unable to cope due to the stress he was under and resigned after six weeks.

*The stress on the farm, having casual workers coming in. At that point the stress was getting to the stage that I was at the point of a breakdown and I couldn't cope with it all, so six weeks after having that job I chucked it in at the point of a breakdown which left me at the point of ACC still filling in the gaps. (Canterbury, self-employed ACC with injury, male)*

As he was unable to do physical work on the farm, he was heavily reliant upon his ex-wife, family and casual labour. ACC started to pay a percentage of the hours he was not working as a certain number of hours were deemed to be managing the farm.

*ACC started paying me a percentage of the hours I wasn't working. I was still out there managing the place. I can't remember who I employed and when I employed them, how far down the track it was. That's right, sorry, I do. It got to the point after Christmas I think I started employing – I employed a guy but at that stage he was on a casual basis. I had the ex-wife running around filling in the gaps and I was filling in the other gaps. [Overseeing it. (Interjection.)] I was just trying to take the heavy load off my arms to give myself a break. At the same time I had ACC breathing down my neck and wanting me to look at changing careers or changing jobs. This was three months in. (Canterbury, self-employed ACC with injury, male)*

The level of compensation, he said, did not fairly reflect the long hours worked on a farm seven days a week. His compensation, based on the previous year's income, was a pro-rata of a 40-hour week to reflect time in managing the farm.

*Yes, it was based on the previous year's income. [So pro rata on a 40-hour week based on previous year's income?] Yes. Getting back to the 40-hour week, being self-employed I was doing 70 hours a week. [At least. (Interjection.)] That was the minimum. This is what ACC couldn't understand. How is this guy actually – couldn't understand self-employed guys out there doing 70 hours a week but it's just the nature of the beast. You're 24/7... One thing I'd like to actually put across to ACC is they've got this 40 hour or 35 hours is their standard working week. I believe ACC's got to look at reviewing that for self-employed people. There's no way in hell that a self-employed person is working 35-40 hours a week as a standard week. (Canterbury, self-employed ACC with injury, male)*

The respondent was also concerned he was not able to hire labour that would deliver the level of productivity on the farm that he himself had put in. This in turn added to his stress.

In April [year], ACC referred him to a pain management specialist and to an orthopaedic surgeon where he was told that a nerve was trapped in the elbow, but there was insufficient damage to operate. He continued to receive earnings-related compensation for his injury for another twelve months till in early [year] ACC advised him his injury was not work-related and that compensation would cease.

*They then turned around and said that my injury was not work related. [When did they come up with this?] 12 months after, 15 months after the – [So this is now early [year]?] Yes [year]...the casual worker went at that point. That left me with no support from ACC, having an injury that – [So they stopped your payments?] Stopped payments completely, walked away from me. [How much notice did they give you?] Looking back probably a month, looking back on my financial records. (Canterbury, self-employed ACC with injury, male)*

At this time ACC suggested to him that his injury was sport related though he declared he did not play sport. The respondent still felt under severe stress and described himself in “breakdown mode”.

*So yeah, I lost all my support from ACC. I was at the point of going through a breakdown. The stress was just that great. (Canterbury, self-employed ACC with injury, male)*

He said ACC did not undertake any additional medical assessments prior to deciding that his injury was not work related and said no justification provided for the view they had taken.

Without assistance from ACC and approaching the busy time of the year on the farm he hired additional labour, but he said this help did not enable him to meet one of the conditions of his lease on the land – to maintain the land to a certain standard.

*Coming back into the busy time of the year, I employed another overseas student... two-thirds of the farm is actually leased land and I had commitments to make, financial commitments or other commitments to the land and I wasn't meeting the other commitments for the land. This alone was driving me to the point of driving me nuts. [So you weren't meeting the financial commitments to the lease?] I was meeting the financial commitments but I wasn't meeting all the other – [There were requirements to have it to a certain standard. (Interjection.)] And things were starting to slip. [Maintenance needed to be done and fencing and all those things have to be kept up to a certain standard. It's part of the lease agreement. (Interjection.)] At that point I was back working but I was doing the basics just to get me through. Doing the basics, things were slipping... I've got a fairly high standard and that's why I'd picked up a lot of these blocks of land because they know my standard and they trust me and I wasn't meeting the agreement. That alone was putting pressure on me. (Canterbury, self-employed ACC with injury, male)*

Meanwhile, the respondent had hired a lawyer and sought for 15 months to gain recognition by ACC that his injury was work-related. His lawyer sent him to two specialists to assess him at his own cost of \$1000 per report. As a result in [year], ACC conceded and agreed to pay him work-related compensation and backdated payments for the 15 months he had been denied compensation.

*It wasn't the money that was the issue at that point. It was nice to know that I finally had ACC back on board. I've been one of those guys who've paid their premiums for years and expected ACC to be there when I needed them and when I found that ACC wasn't there, it was a huge let down. (Canterbury, self-employed ACC with injury, male)*

He said that ACC were only prepared to pay for one of the medical reports he had sought to mount his case for reinstatement of compensation.

*I put a claim into ACC to pay for all medical reports. They wouldn't pay for one report. It was over \$1000 for one report. I thought at that time that was really – as far as I was concerned that was pretty low of ACC, seeing what they'd put me through. [Why wouldn't they accept –] The only reason I was given was they were only prepared to accept one report and that was the one they worked on. To me they should have been paying all my costs, not just part of the costs. The stress at that point was huge and I mean huge. I was going through a breakdown. I will admit that. (Canterbury, self-employed ACC with injury, male)*

The respondent said ACC put pressure on him to get off ACC and suggestions were made that he sell the farm, a proposition that as a third generation farmer he felt hard to confront.

*You can't walk away from it. You can't say on the spur of the moment like that "I'm selling up just because I've had an injury". I've got to work my way through this somehow. You don't go out there and sell a million dollars' worth of assets and then say "what am I going to do now?" and then turn around a year or two later and regret it. (Canterbury, self-employed ACC with injury, male)*

By the middle of [year], when his marriage had begun to break down, ACC changed case managers.

*They actually changed case managers and the case manager, I admit, she was more sympathetic to what I'd been through to that point. [And she understood that he had the outside pressure now of going through a divorce. She could see that he had his ACC issues but he also had this extra stress coming from the outside now that he didn't have before, so she took on board more of the whole picture as opposed to just dealing with the one issue. (Interjection.)] (Canterbury, self-employed ACC with injury, male)*

In [year], the respondent was re-assessed by two specialists; one for his physical disability and one for his mental state. The former told him that he would not be able to do most jobs on the farm and the latter said his mental state was now fine. The respondent, however, believes in retrospect that ACC should have referred him to a psychiatric specialist much earlier on. He believes that ACC did not acknowledge the additional stress it had placed on him.

*I should have been referred to him at that point back in [year]. [He can tell them what it's like but to look at him now they don't see anything wrong with him. (Interjection.)] [But there was no notion that – the psychiatrist said "you're fine now but previously you were undergoing a breakdown" or whatever?] [He acknowledged it. He acknowledged that that was a possibility but because he didn't have any evidence he couldn't confirm it, and nothing's been done about it prior so he's never been to anyone about his mental state prior to that. (Interjection.)] Pretty hard to go and admit that you've lost the plot. Even after the fact, even during the fact. You're in denial. You don't want to go around – you're in that much stress and you don't want to go and tell people that you're failing at things ... [They said no they wouldn't be prepared to give him any compensation in that respect, or they didn't think they owed him anything there. (Interjection.)] Which I felt fairly hard done by on that side of things. There was no acknowledgement of the fact of what they'd actually put me through. [That's probably the biggest issue really. They never ever acknowledged that they stuffed up effectively, that they created a lot more stress and aggravation than was needed by walking away from him when they did. (Interjection.)] (Canterbury, self-employed ACC with injury, male)*

By January [year] the respondent decided that he would try to get back to full-time work. His case manager was understanding and an agreement was reached that if he was unable to work over the next 12 months he would be able to return to work-related compensation. He also received assistance through ACC of advice about how to manage his injury and to recognise when he might be aggravating it. Today, he still says he has the injury and only works at about 75% of his pre-injury capacity and says that he experiences occasional bouts of severe disability.

*Really my work capacity is – I'd say at the moment I'm only working at 70/75%. [Of what he was working before he injured himself. (Interjection.)] I can't lift a 5 kg weight. I've just got no power in my arms to do that sort of thing. So I don't know what a normal guy of my age would be able to do but that gives you some idea. I feel I should be able to lift at least a 20 kg container no trouble at all and I struggle with a 5 kg container in certain positions. [And you still need casual labour then?] I'm using casual labour ... but I'm very pig-headed. I'm getting back to where I was and trying to do it all myself to prove that I can do it, get back to it. There's certain jobs I should not be doing out there but I sort of pace myself a little bit more than I used to. (Canterbury, self-employed ACC with injury, male)*

The respondent described one experience of a specialist he was referred to.

*One particular specialist I went to, I actually hadn't mentioned it, I can't remember why I went to him now but this was in about [year] roughly. He told me that I was driving the tractor wrong. [Didn't have a rural background?] Didn't have a rural background, that's right. I came back and I couldn't believe what I was hearing. He just didn't have any concept of what I was doing. I came back here and discussed it with the local farming community out here and they were flabbergasted. (Canterbury, self-employed ACC with injury, male)*

On reflection, he felt that a key issue was ACC's inability to understand the nature of his occupation and the pressures faced in his rural situation.

*[Were there any areas where you felt they were particularly helpful or useful in either information they provided or referring you to other people over that period of time?] Not really, no. They didn't have any understanding of my occupation or anything like that. I felt that if they wanted to fine-tune things a little bit, they could have a rural-based case manager. (Canterbury, self-employed ACC with injury, male)*

In that context, the respondent felt it would be a good idea if there were an ability to change case managers if a claimant was unhappy with his case management.

He was also critical of the amount of detail required by ACC of his financial accounts.

*I had to supply accounts to them. I might as well have been running through the Square naked I felt. [These were all your farm accounts and everything?] [They go through everything. Not that you have anything to hide but you do feel like you're exposing anything and everything. (Interjection.)] I had nothing to hide. It was just – [It was sort of like being burgled. You come home and your whole world's been tipped upside down. You sort of feel like you've been invaded. (Interjection.)] So basically if you'd bought four rolls of toilet paper they know all what you – and you do repeat a lot. You feel like you're always filling out forms, and the same sort of questions are on the same forms and it's like "we've already told you all this" (Canterbury, self-employed ACC with injury, male)*

The respondent had no contact with the Department of Labour's occupation and health service with respect to the work-place accident.

➤ **Inland Revenue**

The respondent had contact with Inland Revenue. He felt income tax issues were dealt with in a straightforward manner.

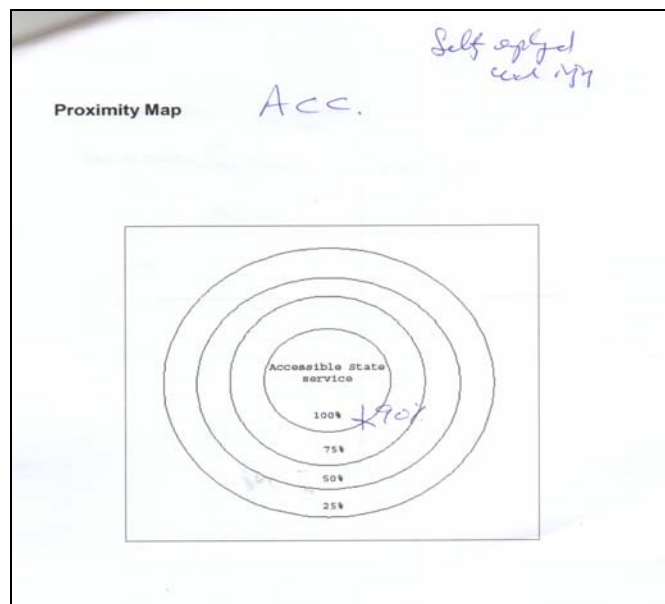
➤ **Environment Canterbury**

Contact was also made with Environment Canterbury over the period due to its role in monitoring noxious weed growth and farmers' obligations to keep weeds under control.

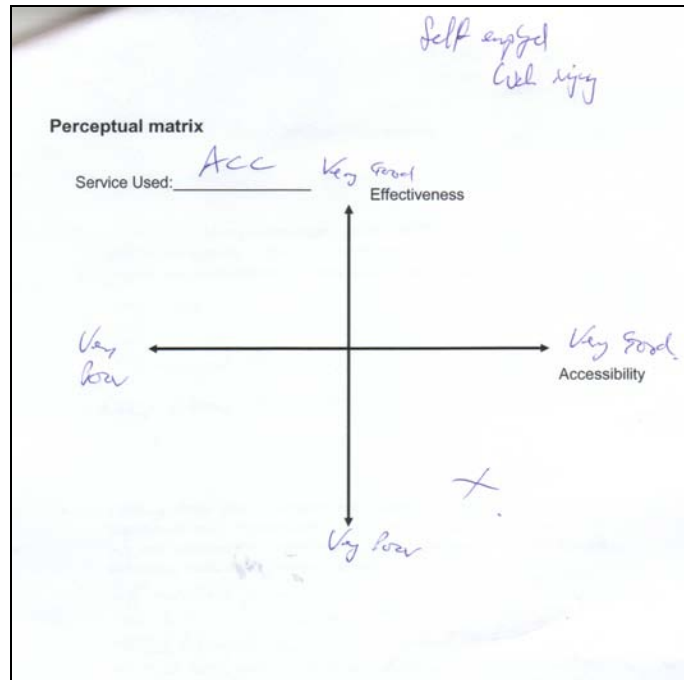
*When he was not coping and things weren't happening, some of those things weren't getting done so then he had the pressure again because they're very regimented on their times and dates and things, that everything has to be done, so that makes another whole issue altogether. But in saying that we had quite a battle with them and we actually got them to change their timeframe policies because what they were asking was just impossible to do with the time of the year. (Partner of Canterbury, self-employed ACC with injury, female)*

■ **Projectives**

The respondent rated ACC highly for accessibility as there was no problem keeping in contact despite living in a rural community.



However, he rated ACC particularly low for effectiveness.



## 3.6 Christchurch case study - Exporting business

The services and experiences referred to in this case study occurred in the recent past. This case study represents how these respondents felt about the service they received. It is not representative of the New Zealand population.

### ■ Respondent – Dyad interview

This was a dyad interview involving owners of an exporting business. It is a family owned company located in Christchurch. It was established in the mid 90's and the respondents a married couple, are the sole owners.

### ■ Background

The company makes transducers, small electronic components that measure the electric current flowing through a conductor. A diverse range of industries use their products which come in a variety of sizes, shapes and applications designed for each particular customer's needs.

The company employs 13 people and they provide to a niche market. The domestic market is "tiny" and it is the world that gives them their volume. They estimate 99% of their product is exported, currently they are exporting to the USA, UK and Germany.

There are large competitors overseas who sell similar products. As they believe it would be senseless to engage in a price war with competitors they position their products in the gaps of competing product lines. They exhibit at a number of international trade shows which gives them a feel for where these gaps are. Trade shows are an expensive, but vital information gathering and marketing tool.

Two years ago, due to fewer family commitments the female respondent was able to invest more time in the business. This motivated the decision to grow the company by marketing their product extensively overseas and developing new product lines.

To them, the most important thing about running the business is the personal pleasure they derive from it. The source of this comes from being able to control their financial destiny and help their local area by employing people.

### ■ Contact with State Services

#### ➤ New Zealand Trade and Enterprise

As the company is small, grants are important for funding key initiatives, such as, establishing new markets and products which are expensive endeavours.

[What are the factors that really cost you in terms of wanting to develop your export market?] *We did patent protection and trade marking. That's hugely expensive. [Even contracts with new customers. (Interjection.)] Yes getting contracts, marketing is expensive. [Trade shows. (Interjection.)] Going to trade shows, [name] got us 50/50*

*funding on the trade shows. We got a group together from New Zealand and went. That was great, because it is quite expensive for a small business. You're looking at probably \$10-20,000 by the time you rent the stand, the ground, pay for everything, plus your airfares are on top of that, plus your accommodation. And of course as soon as you go for accommodation at a trade show, it is triple the rate that it normally is in most countries, and you don't know the local tricks. It's an awful lot, so to make it successful you've got to do several months work beforehand. It's not just turn up and sell it. To getting support for running ad's. All that kind of support helps an awful lot. And I must admit NZTE has been pretty damn good in that area. (Christchurch, exporter, female)*

The respondents have received two enterprise grants from NZTE. The couple heard about the grants via a consultant when they first decided to grow their business.

[How did you know you could get access to an aid development grant, or market development grant?] *It was a young man called [name] who we use as a consultant, very early on when we decided to grow the business, he came in as a consultant to help us plan strategies, work things out, and he knows the grant system in and out. And he's a lovely guy, a really nice person and knows the grant system, so whenever anything came up he'd ring and say [name] quick, start getting your application ready, this is coming up. You know, get in. (Christchurch, exporter, female)*

They also received a market development grant from NZTE. The preparation required for the claim was considerable; the first time they applied it took three weeks to prepare the application.

They also felt the claim process was cumbersome as they had to meet a minimum spending requirement of \$40,000 before they could claim and the amount of proof required to verify spending was excessive.

*Ah it took me ages. The people that I thought had perfect lists, still had things wrong. [Talk me through that, why?] [It was about three weeks. (Interjection.)] I think partly because of the paranoia of things like hip-hop tours and things where there's been a lot of news. Now, if I pay for something on my American Express Card that the company has, I not only have to make sure I've got the original American Express statement. I've got to then show it coming out of the bank account, and then I've then got to show all the original receipts tied back to the American Express. You have all that, but heaven help you if you've mislaid some of them. It's that kind of thing that's really time consuming, assembling everything, putting everything together, every single receipt you've got to make sure you've got and you've got to list them, add them up, make sure it balances. It is a big job. It wouldn't be a big job if you only could do claims for \$10,000. But because you've got to wait for \$40,000 – for us that could mean, us being overseas and having gone to restaurants and meals etc., it's a huge job. The last claim I sent in was that thick – the paper – and it's arduous. Whereas if they could bring the level down that we could claim every 20,000 it would probably be less nightmare for them up there too, I would imagine, because I would not like their job when they've got those big things. And they say I send it very well prepared compared to other people who send them boxes of receipts. Well that to me is stupid. You're not helping your case by doing that. Maybe I do too much work, I don't know, but I think you need to. (Christchurch, exporter, female)*

Additional to this, the time required for NZTE to process the grant was felt to be too long and was a financial hardship for a small business.

*Once again I would come back to the actual claim process is so arduous. When actually getting the grant, once you've got it it's great, you get this feeling of euphoria, yea, but the actual putting the claim in - their workload obviously can be really great. It can take weeks and weeks before you get the money back. For a big business, fine they carry it, small businesses you start thinking gee you wouldn't mind getting that 50% refund now, you know. It's a cashflow thing, and small businesses do need – you've had to spend the money up front, particularly, I must admit that \$40 grand one is a tough one. [Many man days of work goes into it. (Interjection.)] And then you're waiting and waiting and they'll get the grant and it will taken them maybe three to four weeks to process it, and then there's another two or three weeks on top of that before they send it out ... (Christchurch, exporter, female)*

On the other hand, support provided by NZTE staff proved to be very helpful.

*... But the positive side of it is that the people it goes to are fantastic at helping you. You can ring them, they'll come back to you and you can have a really good dialogue about what else we need to put in and things. (Christchurch, exporter, female)*

To ensure they met the requirements for the grant they employed a consultant to assist them as the cost of not getting the application right would place them at the back of the funding queue.

*[And you very clear about what they're looking for in terms of that contestability, how to win it?] Well, we actually employed an outside consultant to help us do that because you've got to get it exactly right. That's the message we got and if you put in something half done, half wrong, you just get pushed back down the ... and it's based on first-in first-served as well as contestability, so if you are good and if you're first in, you'll get it. But if you're bad and even if you're the first one there, you go right back down to the queue, in the back of the queue. (Christchurch, exporter, female)*

The respondents felt some conditions of the grant were open to misinterpretation. Recently, they were unsuccessful in claiming air fares due to a misunderstanding.

*[Any examples?] We've just been caught for our airfares recently. Even though we paid for them in June, the grant didn't start until July and we didn't use the airfares until November. But the problem is, while in the process of applying for the grant, you can't wait round for them to make up their mind. You've got to book your airfares and paid for them, because if I hadn't paid for them then, I was going to be dinged \$500 each airfare extra, because fuel was going to go up. So you had to pay for it, but we don't use them til November. But now we've been disallowed all those airfares because even though we didn't use them til November for the trade show we're going to, which we'd applied for funding for, we now can't claim airfares. Which seems a little bit – particularly when you're waiting for the grant to see whether you're successful or grant application. You can't stop business, say right we stop now, we wait two months while our claim is being processed, while they decide whether they do it or not. (Christchurch, exporter, female)*

Sometimes the respondents pay for trade shows a year ahead and the NZTE allow them to claim for such expenditure. They feel this situation is similar to that of the air fares so there is a perceived inconsistency as to why one is allowed and the other is not.

*You might pay for the trade show a year ahead as well. (Christchurch, exporter, male)*

*Yes we often do. You have to sometimes, to book your space ahead. Interestingly enough he said they allow for that. I thought well if you allow for that, why can't you allow for the fact that airfares sometimes have to be paid miles ahead, so that you can actually get the cheaper flights, so that the business is actually not paying an extra thousand dollars a person. Now I won't book the airfares until the last thing, and we'll probably pay a lot more per person. But that's a silly expense to go through. (Christchurch, exporter, female)*

The airfare claim had been checked by an official at NZTE before proceeding to the later stages of the process. The timing of the airfare had been overlooked during this check indicating an administrative error that would have alerted them to the problem far sooner.

*I would have thought they would have picked that up earlier, because we had already been talking with the young man, and he'd found a whole lot of things that he needed extra information on, and I sent that back up to Auckland. Obviously he hadn't spotted when we'd paid for the airfares and to when we actually used them. So our interpretation was that when you use them, when it should be counted as costs, not when you actually - so that's a matter of interpretation I would say. [Well it's a bit of a stupid rule too isn't it? (Interjection.)] It's a rule that they've made up for the reason of probably simplicity but in actual fact in real life business you can't stop your business while you wait for a grant application to be put in. (Christchurch, exporter, female)*

The respondents expressed sympathy for the kind of work the officials had to do and thus understood how such details could be missed.

*[The official himself was unaware of it until late in the process?] Ah yes, until he realised it. [Was that clear in the end the rules that he was administering, then he should have been aware of it earlier?] Well possibly, yes. But once again I think they've got – because those claims are so detailed, probably that kind of thing can get missed. [Well there's that thickness of paper, how they have to go through every sheet in detail, it would be a huge task. (Interjection.)] I wouldn't like to do their job quite frankly. Get a hundred of those a week, you'd just about want to walk out. (Christchurch, exporter, female)*

When reapplying for grants they need to repeat information, but this was not regarded as an inconvenience as only a general update of existing documentation was required. However, such documentation would require a small business to have up to date strategic and marketing plans.

*Generally if you do an EDG (Enterprise Development Grant) they want the same thing again. But that's usually not too much of a problem if you've got it on file and it might need updating. Once you've done it once, provided you keep your systems right, you should always have in your computer a strategic plan, a good marketing plan and keep it up to date, and current and your financials should always be up to date anyway. And if you run good business practises you should have everything there that you just basically pull it out. And that's what [name] and I do, do those things anyway. (Christchurch, exporter, female)*

They find the grant system helpful as it requires applicants to undertake processes that are essential for a healthy business.

*... You've done the proper market research to identify the market and assess its size and profitability. So all of these things you should do in a business anyway. It just forces your hand to do them properly, which is very healthy. Yes that's a very healthy aspect of the grants system. It forces you into good business practices. (Christchurch, exporter, male)*

Overall, the rewards from receiving the grant are well worth the effort and preparation time required to make the claim.

*It's a tremendous ... it's a wonderful grant, so you don't grizzle about making the claims. I'd still rather have the grizzle or making about the claims and not being able to make them. It's better to have the hassle make the claims and not ... the grant. (Christchurch, exporter, female)*

### ➤ **Foundation for Research Science and Technology (FRST)**

The respondents received a Technology for Business Growth grant (TBG grant) from FRST. This grant funds product development for new products. They again received assistance to make the application. They felt the help of outside consultants was vital to negotiate the grant system.

*To me the grant system is fabulous but unless you have someone who really knows the ropes of the grant system. Someone coming in cold would probably not manage to get a grant because they wouldn't actually know which way to go, when to apply for things, what to do, and even which one to apply for, because there is such a mass of them. Yes there are some things with standard ... but there are probably quite subtle ways that you should be steering the application to, to make sure you get that particular application successful. (Christchurch, exporter, female)*

Preparation for this grant took a lot of time and money. The respondents felt there should be retrospective compensation for how much is spent on the application.

*[What sort of assistance was that?] Well he had professional guidance in what and how we should present it, and when. Again the basic principle is good although this particular one is a bit of a circular argument goes on. To get the grant you need to be pretty clear on what your product is and what it's going to do and who is going to use it, what it's going to cost and all the details about it. But when you've just got an idea of a product, you've got no idea about how big it is and what it's going to cost and where the market is and so forth. And you've got to do considerable research and some development just to assess some of the principles and get some idea on what it is. Now the grant should be paying for that but it won't because you don't know enough about it. So you've got to do a certain amount of unfunded development, before you can get the funding, which you shouldn't have to. Well it would be good to get paid retrospectively for what you've done in preparation for the grant. That would be excellent if we can get paid retrospectively for the research side of the project. Now, there are other grants for pure research, but they're difficult and awkward to get, and again you're probably need to be pretty clear on what it's going to do for you in the business and the country. (Christchurch, exporter, male)*

## ➤ Customs New Zealand

Components for production are imported in two big shipments a year to save costs. Thus, the respondents do not have much personal contact with Customs New Zealand apart from the occasional phone enquiry. Their shipping agent handles all import details with Customs.

However, the respondents do inform Customs when they have a trade show, so they can take exhibit goods with them and return with them without having to establish their origin. Before they leave for the show they visit Customs so their goods can be checked.

[Again do you have to go into Customs to see them?] *By the airport on the day before, you take in – it's a bit of a pain – take everything in, they check that the serial numbers match what you've listed. Usually stagger under the weight of stuff, then they look all through it. [You're flying out with all this for the trade show?] Yes because you don't want – not that we've ever been caught with anything really. They've never ever bothered searching have they? [No, no not in New Zealand. America can be a bit of an issue, or Europe... (Interjection.)] (Christchurch, exporter, female)*

The respondents are satisfied with the Customs' process, they do, however, identify that they are at an advantage due to the portability of their product. The Internet is again used for sourcing the relevant forms.

[Is there any way that the certificate or export going to trade shows could be made easier or better for you?] *I don't see how they could really because you've got to show them the goods physically and it's not that hard. You download the form with the net, write it up, go down and see one of the guys down there who go through your big box of stuff. It might be more difficult I would imagine if you were sending heaps and heaps. Because our stuff is so portable, it's probably not too big an issue for us. It might be different if we were sending five big tractors across, we might feel a bit different about that. (Christchurch, exporter, female)*

## ➤ ACC

The respondents report ACC's invoice forms to be the most complicated they have come across. The billings are hard for them to understand.

[ACC do they pop up in terms of exporting?] *Well, yes. I would say they have the most complicated accounts forms I've ever seen in the world. It ends up that I have to ring every time and ask them what I actually owe them. You cannot understand their invoice or statement at all. You need a degree in something other than English to follow it, or even normal accounting practises. So I always ring up and they always take a wee while to work it out at their end too. You don't know what you owe, you can't figure it out from the invoice and statement at all. Because they put too much down, by the time they put all the rubbish down, you don't actually – and all these figures – you think well all I want to know is what I owe. I don't care how you got to it, just tell me what we owe! Someone decided you need three pages just for one figure – a lot of time on their hands I'm afraid. So I'm not a great fan of that side of them. [That's obviously something for you to have to do regardless of whether you're exporting?] Exactly, you've got to pay ACC but I'd still rather have ACC than have the American system where you got sued at the drop of a hat for living or breathing or whatever. [And need your own insurance to protect you?] Exactly. (Christchurch, exporter, female)*

## ➤ **Ministry of Economic Development**

The respondents report very limited contact with the Ministry of Economic Development. Their accountant registered the company with the Companies Office.

[A couple of organisations that you may have dealt with. The Ministry of Economic Development, have you been in contact with them?] *No. Only to register the company, but my accountant does that anyway. [So the accountant does that?] Exactly, and sends me a bill which they're good at. [That's probably likely to be the way in which a lot of companies would go about it.]* (Christchurch, exporter, female)

## ➤ **Inland Revenue**

They deal with the Inland Revenue when paying GST on imports and paying tax. They go on-line for both needs and have not experienced any problems.

## ➤ **Department of Internal Affairs and Immigration New Zealand**

Unrelated to their business, the female respondent has had contact with the Department of Internal Affairs and Immigration New Zealand to find out whether their daughter's friend needed a student visa. She found dealing with these agents confusing and inefficient.

*...It's more if you try to ring these outfits and you get the circular ring-round. I'll tell you the two best government departments in the world are Ministry of Internal Affairs and the one that looks after immigrants. [Immigration Service?] Yes and I remember trying to help my daughter once, find out about whether her friend needed a student visa, or get a work visa. So I rang one of them and you go through push 8, blah, blah, blah and you get to ring Ministry of – the other people. So you go there – all buttons said ring them. You could not physically – and there was no 0 for operator – quite wisely because they didn't want to talk to people. You couldn't actually get anywhere through their phone system, and I felt so sorry for anyone who couldn't speak English, you're trying to deal with that, it was shocking. I think they actually would be the two most appalling departments for immigrants. I would hate to be an immigrant in this country. I think you'd be had up. She had to go down and because they were young they were treated extremely rudely, I must say, because of their age. I didn't have time to go with them because they wouldn't have treated me rudely believe me, because I get fairly grumpy when people are rude.* (Christchurch, exporter, female)

## ■ **Contact with non-State Services**

### ➤ **Manufacturers Association and Canterbury Development Council**

The respondents use the Manufacturers Association and the Canterbury Development Council for advice regarding grants. As intermediaries, they act to screen potential applicants out by providing advice about whether a company would qualify for certain grants and how exporters should go about applying.

[Are there any ways it could be made easier? Say if I decided to go into business to export something, I haven't done anything like that before, I wouldn't know where to start, yet there is a lot of grants available, if I knew to tap into, what could be improved?] *Well I think it should be that you would go to your local employer's chamber or manufacturing association, or the Canterbury Development Council – that type of thing. And they have professional grants professionals, and you sit with them. I think to actually try and do it yourself is a waste of time when there are people, professionals who know, and they'll tell you pretty soon, yes it looks good though don't waste your time you need to go and do a lot more work in this area.* (Christchurch, exporter, female)

*...It's probably best that they do the initial screening anyway, because in some ways it saves the government a long time, if right at the grassroots level they're screening out businesses and saying look you're just nowhere near ready to get a grant, or yes you are fantastic, you can actually have these ones. It saves a lot of time further up for people getting the actual applications in, if they're getting people that are really should be applying. Not someone who has just decided that they've got a new way of polishing paua shells, which is done to death. Something like that.* (Christchurch, exporter, female)

They had a favourable view of the services provided by the courses that were offered by both organisations, including a mentoring service.

## ➤ TELARC

TELARC provides all exporters with an ISO9000 accreditation. As this accreditation is essential to export, the respondents felt they were taken advantage of due to the unreasonably high prices.

[How do you find that process?] *It's exceedingly expensive. There again it's run by private companies so they can charge what they like, and they know you have to have it. You just pay it, and if you're getting into things like UL compliance [UL?] Underwriters Laboratory in America. It's a very good money spinner for them, and you might as well just hand them a blank cheque, and pray that you get through.* (Christchurch, exporter, female)

However, they did say they thought first-time exporters might be able to get a grant to assist in covering those costs.

[No way that state agencies could assist companies with ISO accreditation?] *ISO they don't seem to – ah yes they did. Did we get ED grants ... help with that? [Maybe some funds to ramp your business up towards it yes. (Interjection.)] We couldn't get it now, but if you're first starting I think under an EDG grant you could probably get help. [And for product compliance the TBG's can help fund that as well. (Interjection.)] You can get funding there. You've just got to remember to put it in to the application as you put it in. [And figure out how much it's going to be for a product which doesn't exist yet. (Interjection.)] Yes that's what I'd want, because if you don't get it right then you don't use all your grant and they get just as cross as if you over-spend it.* (Christchurch, exporter, female)

## ■ Projectives

The projective exercises reflected a very positive experience with NZTE which was rated at 90% for accessibility. In the interview, special mention was made of the helpfulness of NZTE's Christchurch office.

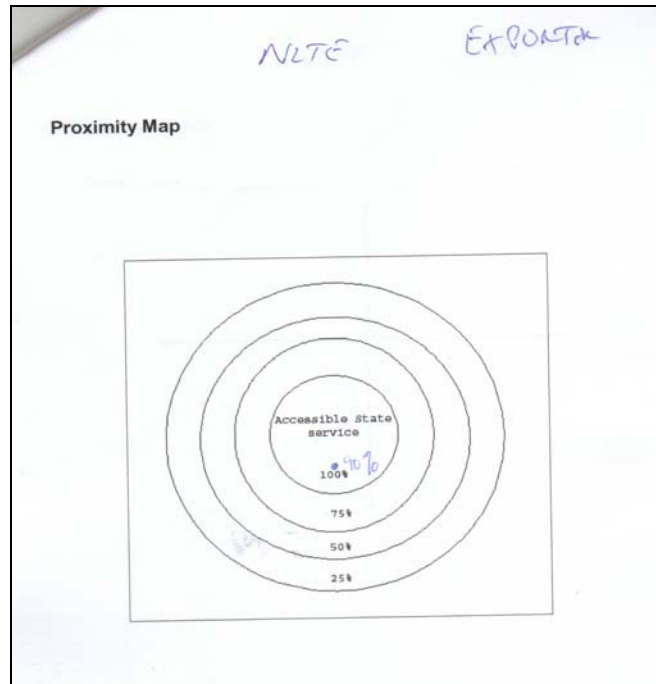


Figure 1: Accessibility of NZTE

NZTE was also rated highly for its effectiveness which reflected the benefit the company enjoyed from the grant assistance.

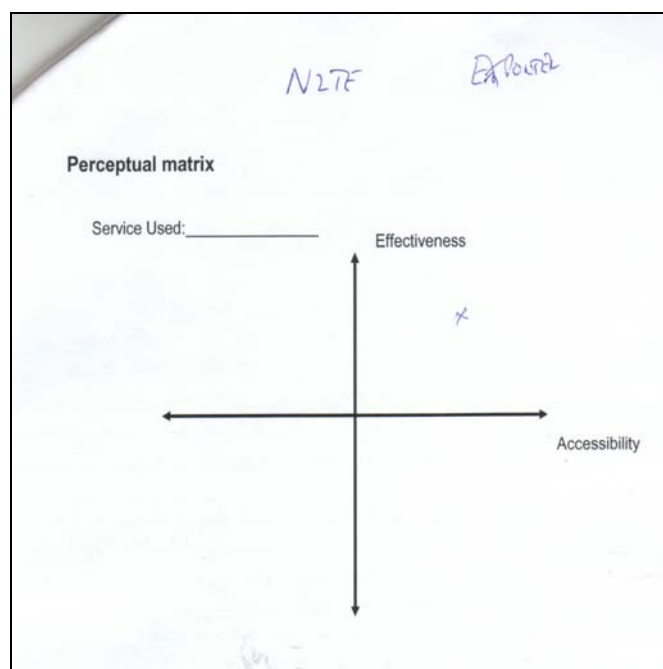


Figure 2: Effectiveness and accessibility of NZTE

FRST also rated highly at 85% for accessibility, but as Figure 3 shows it was not as well rated for its effectiveness. This reflects the difficulty and costs involved in mounting a case for a grant, the costs of which are not refundable if the applicant is successful.

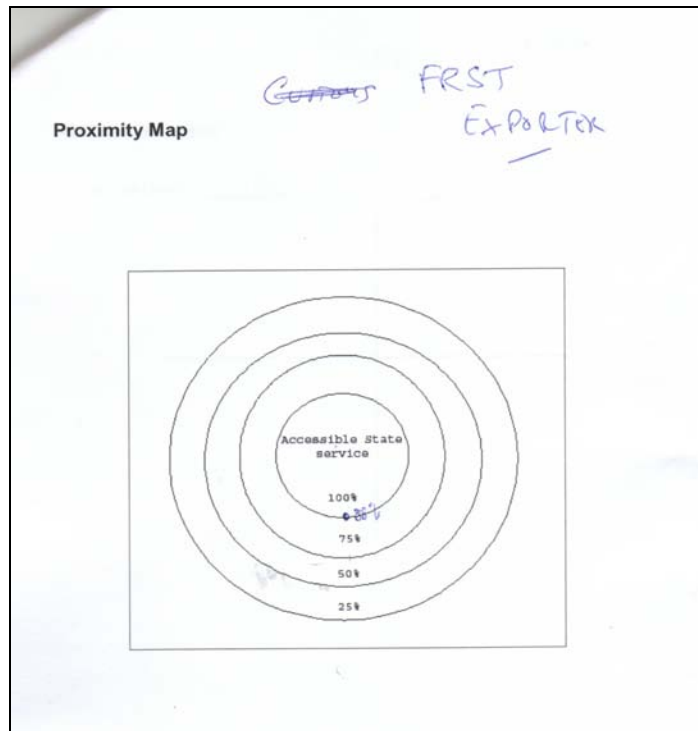


Figure 3: Accessibility of FRST

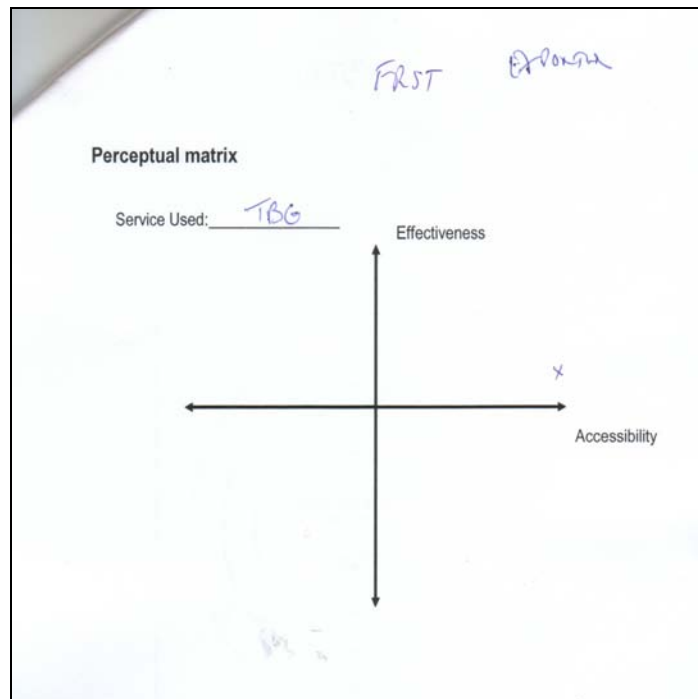


Figure 4: Effectiveness and accessibility of FRST

## 3.7 Christchurch case study - RMA consent process

This case study represents how these respondents felt about the service they received. It is not representative of the New Zealand population.

### ■ Respondent

The respondent is a 36 year-old male who has been a builder for 16 years. The respondent started his own deck building business 5 years ago, previous to this he was building houses. He employs two full-time staff and two casuals. His wife and seven month old son were present during the interview and from time to time she interjects with relevant comments.

### ■ Background

The respondent owns a deck building business specialising in pole structures on hills. They do not need resource consents for every deck they build, but they do apply for approximately 10-12 a year.

He enjoys his work due to the challenge of engineering and constructing the structures under difficult conditions. The process involves a lot of hard work but is very satisfying once completed. The nature of his work allows him to use “exceptional” materials which other builders would not deal with. He works with hard woods, stainless steel and glass and describes it as “pure carpentry”.

### ■ Contact with State Services/Local Government

#### ➤ Local Council

As a result of leaky homes the council has enforced more stringent building codes and requires very detailed information from builders. Getting all the necessary documentation together is the most challenging aspect of applying for a resource consent.

[First resource consent you went through, recollections of how that experience went?] *As I recall it, it wasn't that daunting but it was having to find out – getting all the bits of paper together. As the Building Act has changed and the Building Code has changed, we've actually found we have to have more and more pieces of paper so initially it was something we hadn't done before and it was a bit of a challenge getting all our ducks in a row and getting the appropriate information down on paper, filling out the right forms, getting the neighbours to sign their consent forms, etc. It seemed to be a lot of work, a lot of running around, and you don't really get that much information from your local council. You get the right forms and everything but finding out, especially on older established sites, accurate boundaries, accurate heights, etc. It was a bit wishy-washy.* (Christchurch, RMA consent process, male)

The extra cost required to produce the necessary documentation is passed on to clients. The respondent felt that this encouraged people to build without building consents.

... *We have to fill out the forms, do the detailed drawings which have now become more and more detailed, which in turn costs the client more and more money and I guess that's why a lot of people are building stuff without consents because the costs are prohibitive. [That's pretty well known?] Not pretty well known but it does definitely happen. [It's also interesting that you have to provide them with more information than you used to. They used to give you some information. You provide them all the information now and yet you're still being charged \$350-\$400 or whatever. (Interjection.)]* (Christchurch, RMA consent process, male)

The most important thing for the builder is the minimisation of hold-ups. The council indicates a 22 day time period for the consent process, but generally this is not adhered to.

[In terms of delivering the services or information that you need, is it done in a timely and appropriate manner? So I guess generally speaking if they say they'll do it by a certain date, how often does it happen and not happen?] *90% of the time it doesn't happen. It's never 22 days they might have on the board or whatever. [How long is it generally then, would you say, on average?] Generally anywhere between six and eight weeks, sometimes 12 weeks.* (Christchurch, RMA consent process, male)

Without the consent he cannot start work on a project and this leads to frustration for his clients and impacts adversely on the reputation of builders who are already "notorious" for being late in completing jobs. As a small business with two full time staff the delays can greatly affect their workload and thus cash flow. He believes the hold-ups are a direct outcome of the working conditions and recent restructuring at the City council.

... *The restructuring that the council has done recently has meant that a lot of the resource consent applications are now getting – because they've cut a lot of staff, they're getting farmed out to private organisations and it's just meant that it's even more time. It was there as cost saver and trying to make it more effective, all this restructuring, but it hasn't worked. If, as everybody knows, in a country like ours, if an economy is strong then building is strong. It really does prop up any provinces' coffers if you will or make it very buoyant. The council consent officers and processors are among the lowest paid in the country and they haven't really addressed that issue at all. Those guys are under a lot of pressure down there. Okay, they're public servants and they do get a great deal in terms of holidays and leave and everything else but at the end of the day they just need more help. They really do.* (Christchurch, RMA consent process, male)

Additionally, there are a number of zones in Christchurch and variations in regulations exist between these zones and this means even more time dealing with the council. The respondent said this would not be necessary if the information was available on the Internet.

... *There are a number of zones in Christchurch: 1, 2, 3 and 4, commercial, living hills which is predominantly where most of our work is on. Your setbacks are four metres from the boundary on the living hills, for example, and that's why sometimes the structures that we build, because there's an existing dwelling on them, encroach into that four-metre setback from the boundary and therefore often it will affect the recession plane which comes off the fenceline or the boundary line and then goes on a different angle. Now they're all completely different angles. Some might be 37°, some might be 52° or anywhere in between that basically so they're all different and that just means more time at the council, going in there, tying up one of their guys to*

*find that recession plane. [Could it be simplified?] I think so, if it was all on the net. If you could go into there to some land information thing and type in your place, this boundary, recession plane on the northern boundary, east, south, west, that would make it a hell of a lot simpler, a lot quicker. Whereas opposed to Banks Peninsula Council – it is Banks Peninsula but is now part of Christchurch City, you just nominated a boundary, a four-metre setback, and one had a one-metre setback, and everything was 45° off the boundary line. Very simple to work with. (Christchurch, RMA consent process, male)*

When the consent has been finalised, the council sends notification via mail. Builders then visit the council to pick up the consent and pay for the inspections and the cost of processing. This is not an inconvenience to the respondent as “I’m generally putting another consent in at the same time”.

The respondent sees the council staff often and has built a relationship with them. If a simple amendment is required to a plan and he has the necessary documentation they are happy to process it for him that day. In such situations, the respondent feels that face-to-face contact is critical.

*[Have you had any experiences of where a council has been particularly helpful or particularly unhelpful?] Yes, I’ve had many experiences where they’ve been very helpful. [Can you give me an example?] Making amendment to a drawing. They’ve got a right for 22 days. I have a bit of a rapport down there with a couple of guys – bring it in. Generally if it’s – ours are pretty simple amendments and they’ll rubber stamp them that day as long as we provide the drawings etc, etc. If you’ve got everything there ... (Christchurch, RMA consent process, male)*

On the other hand, he finds the demands and expectations of some staff to be unrealistic and believes this reflects a lack of knowledge of building. New requirements for some building practices mean the client will pay more and his building experience leads him to believe some of these changes are unnecessary.

*[Have you had any experiences of where a council has been particularly helpful or particularly unhelpful?] ... Unhelpful, yes I have had unhelpful experiences. Just people who are very unrealistic down there. I don’t know if they’ve really done that much building themselves and they’re requiring, for example, the timber treatment. We are now no longer able to put galvanised bolts through treated timber because the copper in the treatment process will affect the bolts. Now they’re 16 mm steel bolts and they say that they can’t be replaced. Well they can be replaced. It’s a matter of – it might take them 30, 40 I would say years to rust out, but you can tap them out one at a time and put a new one in, but they’re requiring us to go for stainless steel which generally puts – for example, some of our bigger decks, the bolt will – just the bolts alone might be getting up to \$2000 just for the bolts but they want us to put stainless steel bolts in. Now stainless steel as opposed to mild steel is approximately 1000% more, 1000% more, so can you imagine what that does to a client’s face when you tell them that. So now we have to paint them all with epoxy paints and this, that and the other and I just don’t think they’re very realistic about how structures go together and how you can replace them. I think it’s a maintenance thing more than anything, doing that type of thing. (Christchurch, RMA consent process, male)*

The respondent was also concerned that the restrictions of the building code made it hard to restore old style houses or build new houses which are creatively designed. He is worried that housing in New Zealand will lose historical value, originality and creativity under these regulations.

... [One other thing ... going on about resource consents is that it allows ... because it's so set and prescriptive and so forth that it allows people to get away with things on the cheap whereas when you're doing fancy work ... (Interjection.)] I guess there are – some things with the Building Code now being so strict and so stringent that it is not sympathetic, especially when it comes to handrails and safety which is of paramount importance but it is very limiting in allowing for sympathetic restoration and extension of say – a classic example was a 1950s dwelling becoming quite trendy. Those kind of houses, if you want to put a deck around, they want for example the classic wrought iron zigzag deck. The Building Code says everything must be vertical, no foot placements less than 50 mm between the heights off the deck, 150 mm and 750 mm. Now it is so pedantic sometimes that it might only be 5 mm out and it just limits those people from being able to sympathetically restore their homes to something that is part of New Zealand's history and things like that. There's quite a grey area there. Sometimes you'll get away with it and sometimes you won't. It's like where is the consistency and I guess the onus – where's the onus on people to look after their own children. The chances are that 100 mm maximum gap is pretty tight for a lot of people to get through, even very, very small babies. They're not going to get through it and it just becomes so limiting. (Christchurch, RMA consent process, male)

The respondent explained the building code itself is open to interpretation thus he finds face-to-face contact the most useful when dealing with the council to minimise inconsistency of outcomes.

[Which is the most useful for you, face-to-face or phone?] *Generally face-to-face because different people down there perceive queries and what not differently and if you've got the physical drawing in front of you, you can obviously point to it. You can both look at it and both see what you're talking about and nut it out together which they've been generally very good for that.* (Christchurch, RMA consent process, male)

*Someone's perception of something will be completely different to someone else's and sometimes you run the risk of "oh well, you know, we've had this", you know, not so much gotten away with but "it was okay then, I think it's quite safe, it's quite structurally sound", that person will perceive it to be, whereas another consent officer won't see it that way and the inconsistencies are quite – yeah quite common actually.* (Christchurch, RMA consent process, male)

As part of the consent process the respondent needs to repeat information, however, he finds this a help rather than an inconvenience.

*We are repeating a hell of a lot, especially in our niche market. It makes it quite good. We've got a whole heap of details that we generally use. We've got options, three or four options for each different fixing point, etc. Some of them suit a client with a nicer finish, etc, but they get through the code alright, so we are repeating a hell of a lot of details. [Is that a problem?] No, it actually makes it quite easy for us and makes it really easy for the client as well. So we do repeat ... although every job to them is different. The same information applies but generally you don't have to repeat stuff, no.* (Christchurch, RMA consent process, male)

As the builder has had a lot of experience with the council he is comfortable with the consent process. However, he does feel it would be difficult for the average person on the street to get the right documentation together.

[How easy is it to access the services that you need?] *I guess because we know what we have to provide – we’re providing it for a client now, we’re providing it for our clients, we have to know what we need so we cover all our bases before we go in there. For Joe Blow coming in off the street it would be very difficult. He’d be held up in red tape and forgetting this, that and the other. We’ve got our checklist. We know what we have to do, and because our drawings – a lot of the details are the same – it’s not so bad. But it’s just a little bit pedantic sometimes.* (Christchurch, RMA consent process, male)

### ➤ **Land Information New Zealand (LINZ)**

The respondent obtains a certificate of title from LINZ. While this can be obtained from the LINZ website it cannot be used as the builder requires the lot number of the dwelling to obtain the title. As most clients do not know the lot number a face-to-face visit is required. The opening hours (9am-3pm) and location of the LINZ office in the city are inconvenient for the builders, however, the actual service is very efficient.

[... Just in terms of services or the information that LINZ provides, just talk me through the same in terms of helpful/unhelpful issues?] *Generally very helpful. The only thing we need to provide from LINZ generally is a certificate of title. It’s a bit of a pain because we have to go into town to get it. LINZ closes at 3 pm. [Because of some old – (Interjection.)] Some old historical law that the Land Information Service always closed at three o’clock. [Council or government agencies or something fitting in with school hours or something. (Interjection.)] Some really old rule so it’s a real pain having to go all the way, right into town, paying \$7 and getting it, but if you’re not there by three o’clock you can’t get it, but generally if you’re in there between those working hours it’s very easy. [What time do they open?] I presume it’s nine o’clock. I’ve never really knocked on the door at nine but you go in there and it’s done in two or three minutes. It’s generally very helpful.* (Christchurch, RMA consent process, male)

## ■ **Contact with non-State Services**

### ➤ **BRANZ**

The business receives information regarding changes to the building code from BRANZ. BRANZ only sends out the NZ 3604 specifications but this only covers some of the building materials the deck builders use.

### ➤ **Engineers**

To confirm measurements for materials that are not specified in the NZ 3604 code the builders engage engineers.

[Mentioned the Building Act and the Building Code. Where do you get information about changes to the Building Act and the Building Code?] *BRANZ generally send that through to you, especially if you subscribe and have a copy of the Building Code, but that is only NZ 3604 which is light timber structures and includes most housing, etc. As for other materials we use which is steel, that's a whole different code again. We generally have to engage an engineer and get a produced statement. However, the nature of our structures mean that even though they are all timber framed and on poles which 3604 does cover, the nature of the structures we're building means that we're sometimes pushing the boundary a little bit and we do need some calcs on timbers and stresses and cantilevers and bracing schedules which aren't generally covered under that code. (Christchurch, RMA consent process, male)*

➤ **Glass Manufacturers**

The respondent said there was no building code standard for glass, so reliance was placed on statements provided by glass manufacturers as to the product's capabilities.

■ **Projectives**

The council received a mediocre rating for the accessibility and effectiveness of its services as these next two projective exercises show. The reason for these ratings is based on the consistent failure of the council to meet its own deadlines for granting consents and the lack of building knowledge of some staff.

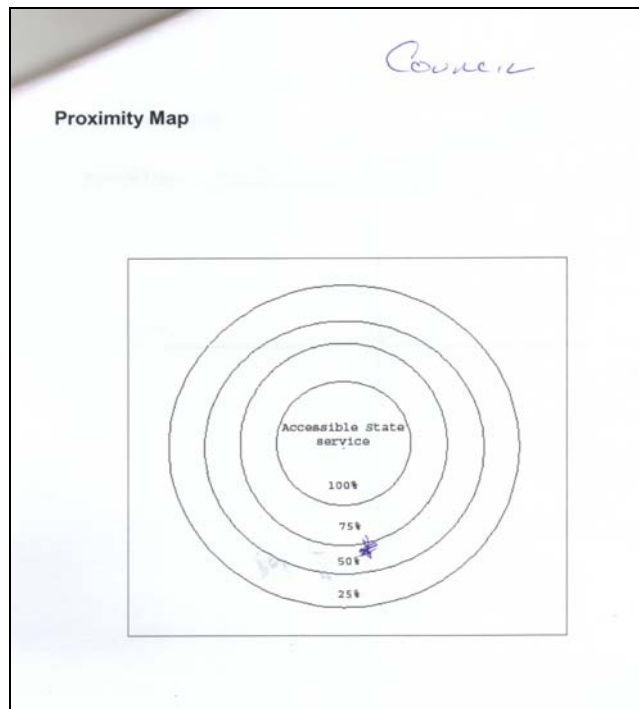


Figure 1: Accessibility of Council Services

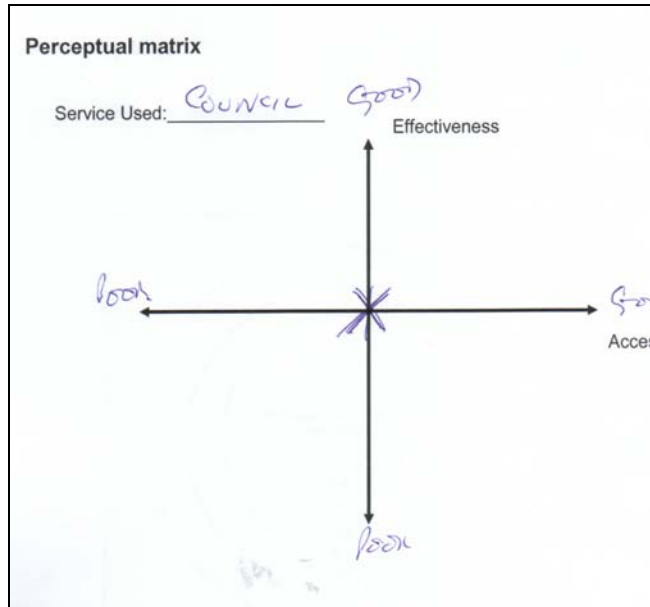


Figure 2: Effectiveness and accessibility of Council services

While the LINZ office rated highly for the effectiveness of its information, its restricted opening hours were a frustration and it consequently rated poorly in terms of accessibility.

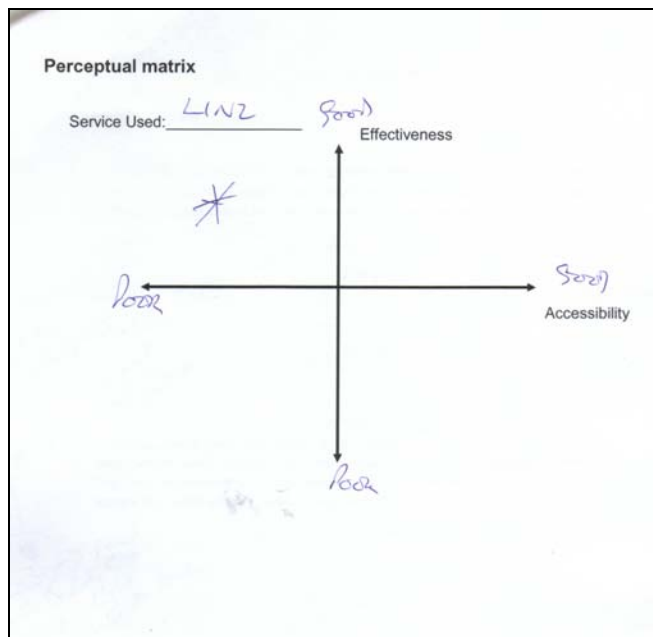


Figure 3: Effectiveness and accessibility of LINZ Services

