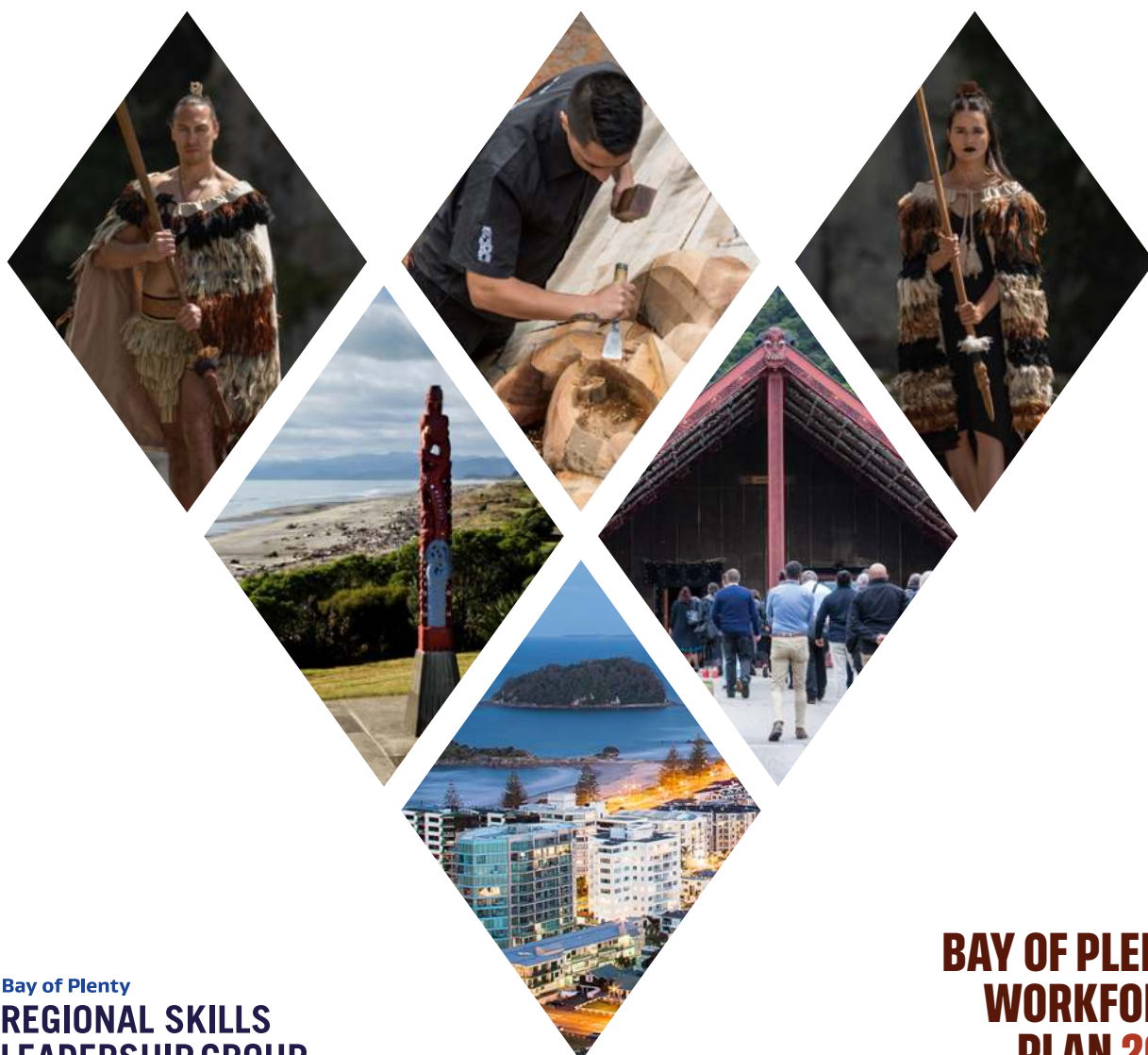




BAY OF PLENTY



About Regional Skills Leadership Groups

The Government established independent Regional Skills Leadership Groups (RSLGs) to identify and support better ways of meeting the future skills and workforce needs of Aotearoa New Zealand's regions and cities. RSLGs are connecting with stakeholders, gathering labour market information, and providing advice to decision-makers in regions and central government. Functioning independently, the groups are locally based and regionally enabled, and supported by a team of data analysts, advisors and workforce specialists at the Ministry of Business, Innovation & Employment.

Members of RSLGs include regional industry leaders, economic development agencies, iwi/Māori, worker, community and government representatives, who contribute their knowledge and local expertise.

<https://www.mbie.govt.nz/bay-of-plenty-rslg>

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Te Kāwanatanga o Aotearoa
New Zealand Government

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An aerial photograph of a geothermal landscape. The terrain is characterized by vibrant, mineral-rich colors in shades of yellow, orange, red, and white, contrasting with the surrounding green forest. A network of wooden walkways and boardwalks winds through the area, providing access to various hot springs and pools. The overall scene is a mix of natural beauty and human-made infrastructure.

1. Mihi

❖ **Mai i Ngā Kurī a Whārei ki Tihirau
Mai i Maketū ki Tongariro
Ko te rohe tēnei o te rōpū hautū pūkenga
ā-rohe mo Te Waiariki.**

**From Bowentown to the East Cape.
From Maketū to Tongariro.
This is the area covered by the Regional Skills
Leadership Group for the Bay of Plenty**

2. Co-Chair Foreword

E ngā mana, e ngā reo, e ngā pari karangaranga maha,
tēnā koutou katoa.

Kua whakarongo atu te rōpū hautū pūkenga ā-rohe ki ōna
piringa hapori.

We have been looking at the aspirations for our region and
present to you this first plan, a plan that will bring us together
in conversation that leads this region on the path to prosperity.

The Bay of Plenty is a region characterised by its beauty and its diversity, both in terms of the region's environment and in terms of its people. This is evident in the many communities and industries spread throughout its geography and its four sub-regions (Western Bay of Plenty, Eastern Bay of Plenty, Rotorua and Taupō).

The numbers demonstrate the diversity of the region with twenty-eight iwi, five Economic Development Agencies and nine Territorial Authorities (seven District and City Councils, and two Regional Councils), four hospitals and two District Health Boards. The region also has one of the highest national rates of industry diversity, leading to higher overall resilience in the face of disruption.

It is because the Bay is home to so many waka that we have valued the importance of relationship-building as a key component of our mahi. We are stronger when we move together, but together takes time and we have felt the impact of COVID-19 on our progress and ability to sustain our relationship-building efforts. Nevertheless, we recognise the tremendous effort shown by the many stakeholders we have consulted with as we have worked to understand the workforce needs of the Bay. Our stakeholders have shown great passion for their communities by engaging in the workshops and conversations that contribute to this plan and for that we thank them sincerely.

We recognise that the most important relationship woven throughout this mahi is with Māori as the Te Tiriti partner. To adhere to our commitment to ensure iwi / Māori can exercise their tino rangatiratanga and maintain their mana motuhake over their own affairs, our plan's foundation is 'Mā te Māori, Mō te Māori'.

We also acknowledge that while the region has much to be thankful for in the face of COVID-19, this does not mean that prosperity and resilience are equally spread through our part of Aotearoa New Zealand. We are always mindful that the appearance of prosperity should not mask places where it is not shared equitably. It is for this reason that our aspirations are designed to call forward equity in our workforce. There is no point in moving forward in pieces. We cannot leave anyone behind.

Finally, we thank you, the reader, for engaging in this kaupapa. Nothing we do will matter if we cannot find a way to speak to the people who drive this region and its prosperity. We hope that this first plan begins the right conversation with our region so we can all move forward together.



Turi Ngatai
Co-Chair



Dr Chris Tooley
Co-Chair

3. Executive Summary

❖ The first Regional Workforce Plan for the Bay of Plenty endeavours to provide strategic focus for all stakeholders across the Bay who have an interest in regional workforce planning and labour market matters.



Photo: Martyn Davis

The Bay of Plenty Regional Skills Leadership Group ('The Group' or RSLG) is made up of iwi, community, business/industry and government representatives who first came together in September 2021¹ to develop the RWP. The Group is independent, but supported by the Ministry of Business, Innovation and Employment (MBIE), with a clear role to:

- Grow partnerships with iwi/Māori to understand and support their goals and aspirations, and to have a more confident, coordinated labour market view that supports Te Ao Māori and reflects the Government's commitment to Te Tiriti o Waitangi
- Work with key stakeholders across the region and sub-regions to identify patterns, trends and priorities for business and labour market development, including workforce development needs now and in the future.
- Identify and coordinate local actions that can address workforce development needs and improve employment and career opportunities for people in the region.
- Use insights to influence the decision-making of local employers, workers, councils, government agencies, Economic Development Agencies, learners and jobseekers through improved information provision and planning capability.

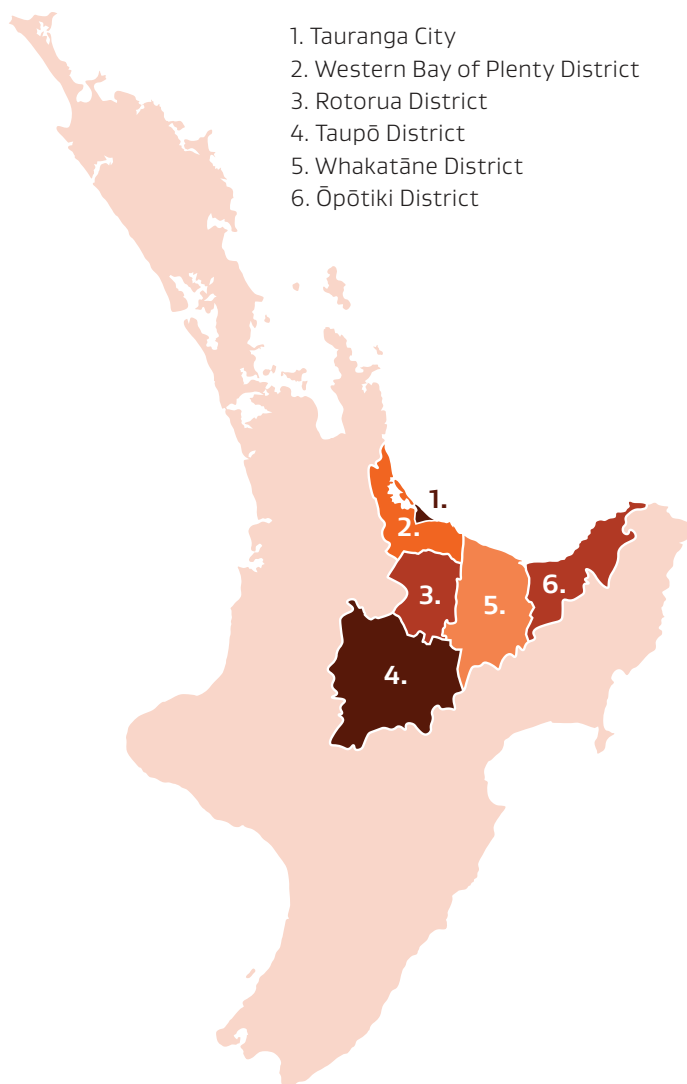


Photo: Ministry of Business, Innovation and Employment



The Group has built on the research, insights and recommendations of the interim Bay of Plenty Regional Skills Groupⁱⁱ (BOP iRSLG), as well as considering the numerous economic development strategies and agendas across the Bay, along with the Bay of Plenty Labour Market Strategy reportⁱⁱⁱ produced by Bay of Connections, the Tertiary Intentions Strategy^{iv} (also produced by Bay of Connections) and multiple central and local government plans and programmes including the Government’s Employment Strategy.^v

The Group followed an agreed national approach to the development of the RWP, namely:

1. ASPIRATIONS

Identify labour market aspirations for the region.

2. ANALYSIS

Use statistical and forecast data, empirical insights and stakeholder engagement feedback to both test and refine the aspirations, and co-design potential actions.

3. ACTION

Develop an action plan to achieve the outcomes articulated in the aspiration statements.

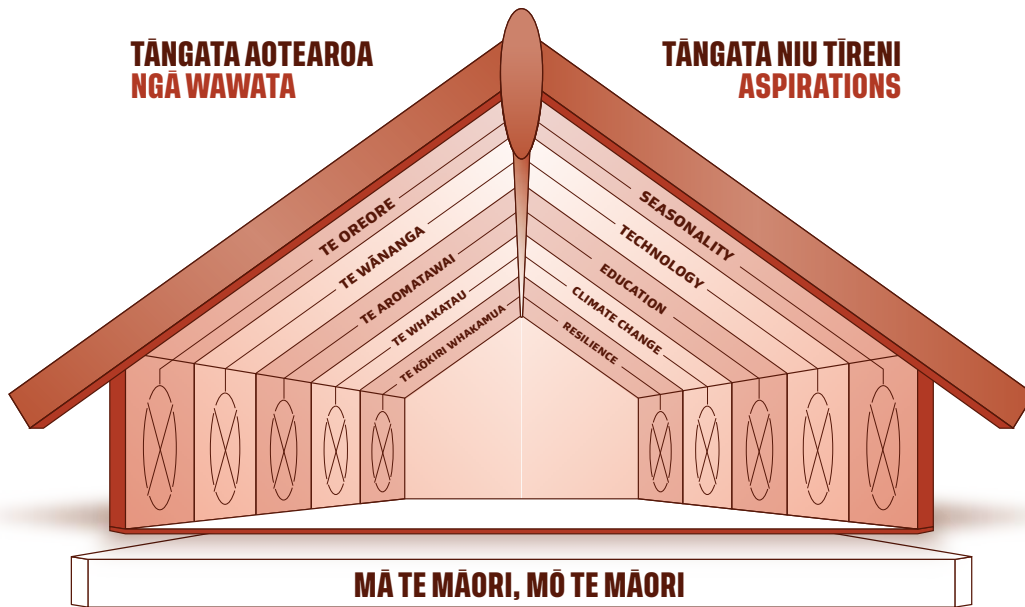
The RSLG’s role is as enabler and facilitator that affirms and maintains the tino rangatiratanga of whānau, hapū, iwi and Māori communities.

As the Bay of Plenty has an established network of Economic Development Agencies who have previously collaborated on strategies and plans, including work on tertiary education and labour market development, the Group was able to quickly build from a strong base of knowledge in developing this RWP.

The Group considered the key labour market challenges (‘what is the problem we are trying to solve?’) and the many existing interventions and actions (‘what is already underway?’) including skills, participation, productivity, and sub-regional economic drivers. They also looked closely at both the supply (people) and demand (business/ industry) sides of the labour market, with a view to building tangible actions that address employment, training and education, and immigration matters.

The Group refined this comprehensive scope into five key aspirations that form the pillars in this plan. Once drafted, discussions and feedback from regional stakeholders helped further refine the thinking of the aspiration pillars, built on a strong foundation of Mā te Māori, Mō te Māori.

Regional Workforce Context



Our regional workforce context is characterised by our adherence to our Te Tiriti relationships. This can be illustrated through the use of a Regional Workforce Whare comprising two sides or pou made up of Tāngata Aotearoa (whānau; hapū; iwi and Māori communities); and Tāngata Niu Tīreni (everyone else, including Māori communities in the context of Article 3 of Te Tiriti).

The RSLG's role is as enabler and facilitator that affirms and maintains the tino rangatiratanga of whānau, hapū, iwi and Māori communities. This is an important way to support all those involved in the implementation of the RWP to give effect to Te Tiriti o Waitangi, as well as reflecting equity issues at the local and regional levels.

As an enabler and facilitator, the RSLG will:

- Co-Lead the **Mā te Māori, Mō te Māori** approach
- Lead **Tāngata Niu Tīreni**

Co-design an iwi-Māori lead and designed workplan, **Tāngata Aotearoa**

- Advocate for time, space and resource to implement the **Tāngata Aotearoa** aspirations; and
- Propose and lead arrangements to enhance understanding across industries, providers, and other stakeholders

The Group acknowledges the tireless work of local iwi and hapū on the frontline of the COVID response over the last two years. The kotahitanga (unity) of local iwi and hapū was a key pillar in local and national COVID response efforts that enabled support and resources to be quickly distributed directly to whānau during the lockdowns. During this time, with iwi and hapū heavily involved in COVID-response across the region, the group acknowledges that it was not able to adequately consult with iwi. The group used this time to articulate the

relevance and opportunities for iwi within the work of the RWP. Now that the pressures of the COVID response have gradually begun to ease, the Group intends to engage more fulsomely on the RWP directly with iwi / Māori.

The Group wish to partner with regional Māori collectives, such as Te Kāhui Mātauranga, who can:

- Co-Lead the **Mā te Māori, Mō te Māori** approach
- Co-design **Tāngata Aotearoa**
- Provide expertise in the application of āhuatanga Māori (Māori elements) according to tikanga
- Bring a network of relationships and enable collaboration, collective engagement, and feedback with and from iwi and Māori communities

This plan details both the challenges and opportunities the Group considered for each aspiration area, with a list of actions needed to create a positive impact and outcome for each. Substantive literature and data is contained in the report appendices to support consideration of each of the five aspiration areas.

The Group acknowledges the issues and opportunities that they are trying to address for the Bay of Plenty region are vast, and that this action plan is not an exhaustive list. However, the Group has focused on five key areas where they believe they can have the most impact, while intentionally challenging the current state to authentically build on a positive economic future for the Bay.

The Group will now begin to work with stakeholders on the immediate and short-term actions and will regularly report back on progress through public reports that will be shared on the MBIE website.^{vi}

4. The Regional Workforce Whare

❖ **This plan is presented as a Regional Workforce Whare or house that is built on a tūāpapa or foundation of Mā te Māori, Mō te Māori.**



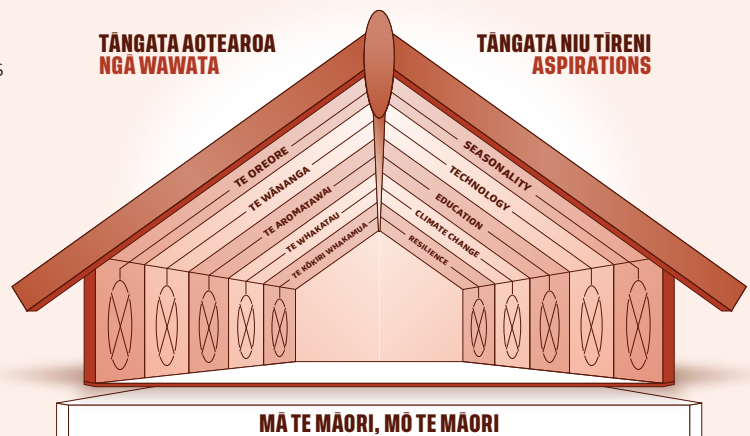
Photo: Bay of Connections

This foundation acknowledges our Aotearoa New Zealand history of settlement, colonisation and resulting inequities between Māori and non-Māori.

Therefore, our **Regional Workforce Whare** makes space for a Mana Motuhake, tiriti in action approach that supports the provision of conditions and resources for whānau, hapū, iwi and hapori Māori to plan for the unique Kaupapa Māori of the Māori people, communities and workforce.

The left-hand side heke of the whare symbolises **Tāngata Aotearoa** aspirations and actions for whānau, hapū, iwi and Māori. These will be whānau-designed, iwi and hapū owned actions.

The right-hand side heke of the whare symbolises **Tāngata Niu Tīreni** aspirations, actions and outcomes for all the people of the Bay of Plenty.



HE TŪĀPAPA MĀ TE MĀORI, MŌ TE MĀORI

The Group acknowledges the voice of iwi partners in saying that whānau are key to a relevant and successful Bay of Plenty Workforce Plan. Prioritising **Mā te Māori, Mō te Māori** as the tūāpapa of the workplan is about making space for whānau, hapū, iwi and Māori to mobilise in a way that elevates mātauranga Māori, te reo Māori and tikanga, and prioritises regional whānau, hapū, iwi and Māori aspirations and actions.

Iwi partners have said that they want to enable whānau to take charge of their change – Te Tiriti in action. The RSLG recognises Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand. It lays an important foundation for relationships between hapū, iwi, Māori and the Crown.

The RSLG is an independent regionally based advisory body (established by Government to ensure regional voices are considered through the reform of vocational education) that works together with other government and NGO programmes and providers to maximise impact for whānau by connecting jobs opportunities and training. The RSLG recognises iwi and hapū as local partners, has Māori co-chairs and has Māori members from across the rohe.

Te Tiriti o Waitangi provides a basis through which whānau, hapū, iwi and Māori may critically analyse relationships, challenge the status quo, and affirm Māori rights. Iwi partners have made it clear that hapū, iwi and Māori communities expect solutions and initiatives to be by Māori, for Māori and with Māori. Combined leadership of workforce opportunities and training will uplift the overall wellbeing of whānau – their mana, their mauri and their tapu. This mana motuhake approach to a shared, co-designed workplan is key to maximising positive impact for whānau of the Bay of Plenty, particularly rangatahi Māori flourishing.

5. Te Tūtohunga o Te Kaupapa The Proposed Approach

He Takenga Mai | Background

He Pou Tāngata o Aotearoa is the proposed approach in this plan for whānau-designed, hapū and iwi owned aspirations, actions and outcomes.

Whānau are major connectors and influencers in the lives of individual whānau members. It is also the collective that, when operating at a high level, ensures whānau values are upheld, knowledge and experience are shared, and rights and responsibilities are fulfilled.

Whānau are affected by the world around them and the development of capabilities and skills that enable them to simultaneously create economic prosperity, social cohesion, cultural inclusion and environmental sustainability is burdensome. Therefore, recognising how these complex interdependencies preclude the ability of whānau to thrive is the single most important first step – how big the barriers/problems are.

The RSLG recognises that only whānau, hapū, iwi and hapori Māori have the mātauranga to develop the potential solutions for their own advancement, create their own agenda for change and design the ways in which the agenda is fulfilled. The RSLG are committed to being the jealous guardian and protector of that process and its outcomes.

Te Hua | The Outcome

Ultimately, the tāngata Aotearoa pou of the whare is intent on achieving the following outcome: “To build the economic, social, cultural and environmental independence and authority of whānau – kia rangatira ai te mana motuhake”.

Te Kaupapa | The Strategic Agenda

The strategic agenda for this Kaupapa is mana motuhake – a whānau-designed, mātauranga-led iwi and hapū-owned agenda.

Te Whakaahua i te Kaupapa | A Design Process

Te Tiriti o Waitangi in action - putting whānau, hapū, iwi and hapori Māori in charge of their change.

Te Whakatinana i te Kaupapa | Executing the Agenda

The process is wānanga – mobilising whānau to be active and have confidence in reclaiming a culturally defined “design” norm, increasing their investment in the process, its outputs and its responsibilities.

RSLG recognises that only whānau, hapū, iwi and hapori Māori have the mātauranga to develop the potential solutions for their own advancement, create their own agenda for change and design the ways in which the agenda is fulfilled.



Photo: Toi EDA



TĀNGATA AOTEAROA

Wawata 1: Te Oreore – Whānau, hapū, iwi and hapori Māori mobilise for the Regional Workforce kaupapa.

Wawata 2: Te Wānanga - Whānau, hapū, iwi and hapori Māori wānanga relevant data, the issues and the barriers to participation and success.

Wawata 3: Te Aromatawai - Whānau, hapū, iwi and hapori Māori analyse relevant data, the issues and the barriers to participation and success.

Wawata 4: Te Whakatau - Whānau, hapū, iwi and hapori Māori decide aspirations and actions.

Wawata 5: Te Kōkiri Whakamua – Whānau, hapū, iwi and hapori Māori implement aspirations and actions.

TĀNGATA NIU TĪRENI

Aspiration One - Seasonality: Our Bay of Plenty employers provide sustainable and fair employment; and by balancing seasonal peaks and troughs, workers across the Bay can access stable, secure and suitable work.

Aspiration Two - Technology: Every person in the Bay of Plenty is digitally connected and enabled to participate in the region's future workforce, including our growing knowledge economy.

Aspiration Three - Education and Training: Our Bay of Plenty residents can participate in flexible education and training that transcends location and personal circumstance barriers and connects with the needs of whānau and community.

Aspiration Four - Climate Change: The Bay of Plenty Region seeks to understand and embrace the full spectrum of climate change impacts on employment and has a focus on emerging circular economy initiatives to drive future success.

Aspiration Five - Resilience: Businesses, communities, and households across the Bay of Plenty are supported to be resilient in the face of sustained disruption, with our people supported and prepared to react and adapt as needed.

6. The Bay of Plenty Regional Workforce Story

Māori of Te Moana-nui-a-Toi



Photo: Squared Away Ltd

Māori are constitutionally and economically important partners and contributors to the Te Moana-a-Toi region and its economy. The region has the third-largest Māori population in Aotearoa/New Zealand. In 2018, 29 per cent of the total regional population (349,242) were of Māori descent (111,213).^{vii}

Nearly 60,000 Māori reside in our two large centres, Rotorua (30,387) and Tauranga (28,995). The Rotorua tangata Māori population is high at 40 per cent of its total population compared to Tauranga, which is 19 per cent. The Māori populations in Ōpōtiki and Kawerau are significantly higher as percentages, 64 per cent and 62 per cent respectively; however, the numbers are lower at 6,123 and 4,521 respectively. Taupō District's Māori (11,118) are 30 per cent of total population.

Rangatahi Māori make up 15.7 per cent of the Te Moana-a-Toi Māori population. Population projections show that the rangatahi population will double by 2036 to 32 per cent. Over 23,000 Māori students in schools make up 44 per cent of all students in the compulsory education sector.

Although the gap between Māori and non-Māori has dropped from 25 per cent in 2009, to 15 per cent in 2020^{viii}, the gap needs to continue to close for rangatahi Māori aspirations to be realised.

The Te Moana-a-Toi pakihī Māori (Māori business) profile is unique too. Pakihī Māori make up 12 per cent of businesses compared to 6 per cent nationwide. The number of pakihī Māori have increased from 399 to over 3,000, including Māori sole traders and significant employers of Māori. Twelve percent of all businesses in the region are also above the national average as 'significant employers of Māori'.

Although the Māori population is significant in the region, Māori are lagging in the labour market. There is an opportunity to build Māori capability through targeted programmes to allow Māori to thrive.

Whānau are role models and provide support for rangatahi. The region hosts **87** Kōhanga Reo, **12** Kura Kaupapa Māori and **15** Kura-a-Iwi – all of whom form a vital tapestry of support to guide rangatahi Māori to be proud of who they are; and to ensure continuity and recognition of mātauranga Māori in the Te Moana-a-Toi region. There is much opportunity for continued collaboration amongst whānau, hapū, iwi, hāpori, kura, schools, businesses, industries and government who all have important roles to play in supporting whānau to support rangatahi Māori.

The region's workforce

Te Moana-a-Toi is the name of our region. Te Moana was named after the ancient ancestor, Toi-te-Huatahi. The region covers the tribal areas of 28 iwi, the largest number of iwi within any regional council territory in Aotearoa/New Zealand. These iwi are mana whenua of the region and are represented by 35 iwi authorities and/or iwi rūnanga, **more than 160** hapū and **more than 220** marae organisations that represent Māori in various ways, including culturally, politically, socially, and commercially. Māori from hapū and iwi across Aotearoa/New Zealand, referred to as mātāwaka, are also a significant part of the region's Māori population.

The name Bay of Plenty was coined by James Cook in the early 1800s, in acknowledgement of the abundant food supplies in the region. The Bay of Plenty region is traditionally subdivided into territorial authorities, which include the Western Bay of Plenty District, Tauranga City, Whakatāne District, Kawerau District and Ōpōtiki District, as well as parts of Rotorua District and the town of Rangitaiki in Taupō District. The Bay of Plenty Regional Skills Leadership Group scope also includes all of the Taupō District^{ix} and reflects the Waiariki electorate boundary.

As at March 2021, the region had a resident population of just over 388,000^x, with just over 108,000 (2 per cent) people identifying as Māori, just under 11,000 people of Pacific decent.^{xi}



Photo: Priority One

The Bay of Plenty is estimated to be home to 420,000 people by 2038 with a higher proportion of older people relative to the rest of New Zealand.



Our labour market needs better coordination at a regional level, with more aligned decision-making by employers, workers, educators, schools and agencies. This work cannot be done from afar. It must be led by people who are passionate and informed about improving outcomes for their region, and who have the standing in the region to help bring about the changes required. This is why the regionally led model, with fifteen RSLGs, has been chosen by the Government to deliver this change. It is my intention that RSLGs will play a critical role in making New Zealand a more inclusive, sustainable and productive place to work and live.

Minister of Social Development and Employment, Carmel Sepuloni, September 2021

Labour Market overview

There has been a significant reduction in the number of people aged 15 years or over in the Bay who have no formal qualification, down from 40 per cent a decade ago to 19 per cent in 2021 (18 per cent nationally). There is also a more highly skilled workforce than a decade ago with 21 per cent of working age people in the Bay holding a Level 7 qualification, up from 11 per cent a decade earlier. Those with Level 7 qualifications are most likely to live in Tauranga and Rotorua;^{xii} the two largest employment areas which offer the greatest diversity of employment opportunities.

Māori in the region are more likely to be labourers, operators and drivers, however 3,000 more Māori have been employed as managers and professionals over the past five years.^{xiii} Much of this growth has been in the Western Bay and Taupō. There has been slower growth in the Eastern Bay.

Over the next five years, there is strong employment growth forecast in the higher skilled manager and professional roles (other business services) nationwide and regionally.^{xiv} Rangatahi Māori can achieve in these areas if everyone plays a role in supporting them to aspire to these roles and to ensure they have the educational and training opportunities to embrace these opportunities.

The growing region is experiencing shortages in various workforce and skills areas, as a result of changes driven by border closures. COVID-19 has also caused distress for sectors typically reliant on an international migrant workforce. At a local level, the seasonal nature of work in the horticulture sector still impacts on its ability to attract and retain workers.

The Bay of Plenty forestry sector is experiencing skills shortages across the entire supply chain. Several roles have been identified by the sector as being 'difficult' or 'very difficult' to fill.

As can be seen in the economic analysis, the Health and Social Assistance sector is growing. However, only four per cent of Bay of Plenty school leavers go on to study health. Only three percent of Māori follow this study route, meaning Māori will continue to be under-represented in the health workforce.^{xv}

Business and industry

Agriculture, Forestry and Fishing are significant contributors to the Bay of Plenty economy (10 per cent) based on ANZSIC code analysis. However, the biggest industries in the Bay also include Health Care and Social Assistance (7.0 per cent) as well as Professional, Scientific and Tech services (6.4 per cent).^{xvi}

The number of employees in the Bay shows a different picture to the GDP contribution analysis. Health Care and Social Assistance, together with Construction, each employ 10.6 per cent of the region's population while the wider primary industry employs 10.1 per cent.^{xvii}

As in most other regions in the 'Golden Triangle', Construction has created the most jobs in the last decade with an increase of just over 7000 roles. Workforce planning projections indicate this labour market will peak by mid-2023 and experience a steady decline through to the end of 2025.^{xviii}

Although self-employment rates have been dropping since the early 2000s, the region's largest industries still have a high proportion of self-employment, with nearly one third of workers being self-employed in the Construction sector and more than a quarter being self-employed in the primary sector.^{xix}

Future workforce

Western Bay of Plenty, Rotorua, Taupō and the Eastern Bay of Plenty face different demographic and economic challenges but the global labour market mega trends will impact them all. A higher skilled workforce and focus on lifelong learning will be required to deliver a prosperous future and to this end it is vital the region's tertiary education system aligns its performance with its needs.

Young Māori are crucial to the future wellbeing of the region, and it is therefore critical to increase Māori engagement and participation in tertiary education and knowledge intensive industries such as science, engineering, professional services, and creative industries. In addition, critical general capabilities like invention, innovation and entrepreneurship are important skills that will drive the region's future economic success.

The future workforce will be shaped by our population growth and demographics. The Bay of Plenty is estimated to be home to 420,000 people by 2038 with a higher proportion of older people relative to the rest of New Zealand. In 2018, 7.35 per cent Māori were over 65 years in comparison to 18.45 per cent of the total population of the region. This will change by 2038 due to the growing, youthful Māori population. In 2018, the median age of the region was 40.2 years and the Māori median age was 26.5 years. Currently, rangatahi Māori (15–24-year-old cohort) make up 15.7 per cent of the growing Māori population. This percentage will double by 2036 to 32 per cent.^{xx}

Advances in technology, including Machine Learning, Artificial Intelligence and Robotics, are likely to see construction techniques move closer to manufacturing processes which will change the skill demand profile for this industry, particularly in Tauranga. Advances in technology are also likely to materially impact on all the sub-sectors in the primary industries, resulting in greater demand for technology and scientific skills.

The region needs to resolve the persistent digital skills and connectivity issues in some sub-regions in order for the benefits from these changes to be equitably shared.

The influence of climate change will be felt across the region and specifically in those communities where the economy is dependent on natural resources.



❖ **Bay of Plenty employers provide sustainable and fair employment and by balancing seasonal peaks and troughs, workers across the Bay can access stable, secure and suitable work.**



7.1 Seasonality

The Bay of Plenty has a number of sectors and employers that are affected by seasonal market forces (across Horticulture, Forestry, Tourism and Aquaculture etc).

By identifying peaks and troughs and collaborating across sectors we hope to promote greater access to a range of flexible, secure, and stable opportunities that individuals/whānau can tailor to suit their needs. Due to the contract/piece nature of work, there is the potential for risk to worker conditions and an accompanying aim will be to support sectors/employers mitigate this risk and combat work exploitation.

Our approach:

The Bay of Plenty interim Regional Skills Leadership Group looked at the horticulture and forestry sectors and identified several workforce challenges and opportunities across both broad sectors relating to the industry's seasonal nature.^{xxi} When considering focus areas for this workforce plan, the Group members agreed more detailed analysis was required to better understand seasonal workforce patterns across multiple sectors and the entire Bay of Plenty area.

The Group has looked at the key sectors in the Bay that offer seasonal work, the types of work offered, who is most likely to fill these jobs, and what are some of the barriers that may restrict workers from transitioning into permanent, year-round work.

Alongside primary industries (Horticulture, Agriculture, Aquaculture and Forestry) the Group extended the scope to include tourism.

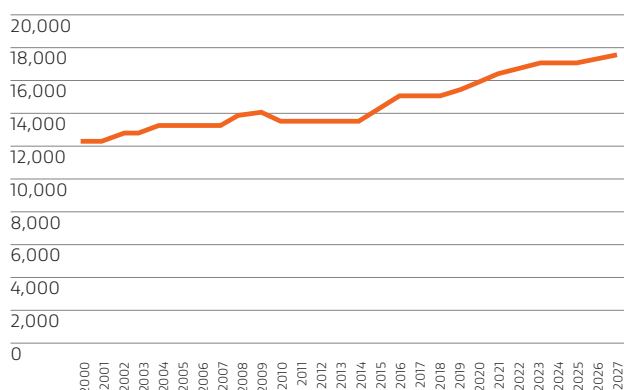
Key Insights:

The kiwifruit industry is the largest employer group across the Bay of Plenty Horticulture sector, with well documented challenges in securing seasonal workers. Existing programmes such as RSE (Recognised Seasonal Employee) scheme go some way to supporting the harvesting and packing worker shortages. Whilst the industry is investing heavily in automation, particularly in the post-harvest sector, there will still be a high labour need, particularly on-orchard over the medium term. The RSE programme has been noted as a 'necessity' for the Horticulture/Viticulture sector, and the reliance on this scheme is expected to remain.

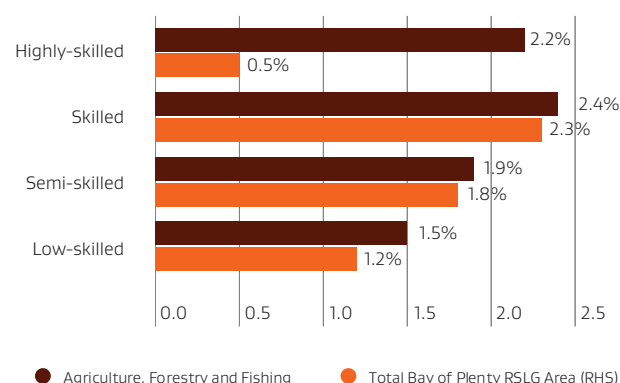
RSE workers: a necessity for RSE employers. While the emphasis of the New Zealand stream was on impacts for communities, other findings have emerged. One of these is confirmation of the importance of RSE workers for the Horticulture and Viticulture industries. Although they are a relatively small component of the total seasonal workforce, RSE workers have become a necessity (not just a preferred source of labour). The Horticulture and Viticulture industries are increasingly reliant on skilled RSE labour for their ongoing expansion and ambitious export growth targets. Such expansion is fuelling greater reliance on RSE labour.^{xxii}

Based on the predicted sector investment, NZKGI predict the kiwifruit seasonal workforce will grow from 19,500 in 2019 to 28,397 in 2031.^{xxiii}

BOP Region Employment for Agriculture, Forestry and Fishing



Filled jobs



The Forestry sector also operates in a seasonal structure. However, sector representatives shared examples of how year-round work can be provided if workers are willing and suitably skilled to transition between different functions in the industry (e.g. from silviculture to harvest).

In terms of Agriculture, dairy farming and arable cropping also present seasonal workforce peaks and troughs. Like Forestry, many employers can offer year-round and permanent employment to workers who are willing and suitably skilled to transition to work on different aspects of the farm production cycle.

Aquaculture is a growth sector for the Bay of Plenty, with sizeable private, iwi and public sector investments accelerating workforce growth in the Eastern Bay of Plenty region. As well as the new \$37 million Whakatōhea mussel processing facility (expected to create 230 jobs in Ōpōtiki by 2025^{xxiv}), there are additional ancillary developments like the Ōpōtiki Harbour development^{xxv} and the Te Kaha Mussel Spat hatchery^{xxvi} that will require a suitably skilled workforce. These combined Aquaculture investments in Eastern Bay of Plenty will create up to 1,000 new jobs in a relatively small regional community.

The Tourism sector has been severely impacted by COVID-19 in recent years, but prior to the pandemic both the Rotorua and Taupō districts had more than 30 per cent of their respective workforce employed in direct or indirect tourism roles. The severe drop in visitation has seen high numbers of these workers transition into new roles and industries, and for this reason the sector may not be able to recruit the necessary workers required to operate once the country's borders fully reopen. The Tourism sector will need to swiftly rebuild its workforce; however, it is not yet widely understood what the job shortage impact will be for Bay of Plenty.

Across all sectors considered, there were several shared issues for both workers and employers:

- Labour mobility – the workers aren't always where the work is, and vice versa. This problem is compounded by lower levels of driver-licensing in sub-regional areas of Bay of Plenty.
- Some employers reported challenges in supporting new workers to source their Proof of Identity.
- Some employers reported ongoing challenges with having casual and seasonal workers pass necessary health and safety protocols including pre-hire and on-the-job drug and alcohol testing.

Aquaculture is a growth sector for the Bay of Plenty, with sizeable private, iwi and public sector investments accelerating workforce growth in the Eastern Bay of Plenty region.

- Workers aren't normally directly employed by orchardists in the Horticulture sector. As such, the day rates of pay and volume-based pay systems used may see workers not receiving minimum wage for their work.
- Current employment law provisions don't fully recognise the nuances of seasonal work, and for this reason while an individual may be 'fully' employed by moving across multiple employers over a 12-month period in response to seasonal work opportunities, they do not receive the same employment law protections (e.g sick leave) as permanent employees.

SEASONALITY ACTION STATEMENTS

Define BOP cross-sector seasonality workforce patterns [Horticulture, Forestry, Aquaculture, Tourism, Agriculture] for the full region to better inform future planning.

Support sector groups/industry clusters/ large employers to develop their own bespoke micro-credential/on-the-job training programmes.

Support employers to deliver richer employment and learning experiences.

Identify services and programmes that can reduce the barriers to people entering seasonal work*.

Explore the impacts of automation, robotics, and AI for the future workforce, and identify skills required to transition into these roles of the future*.

* Not exclusive to this aspiration, will be cross-cutting theme of RWP

Case study

COVID-19 RESPONSE – KIWIFRUIT INDUSTRY LABOUR CO-ORDINATION CENTRE

In 2020, the COVID-19 crisis struck and within a short time New Zealand was in lockdown. The kiwifruit industry was massively affected by this with the number of backpackers and RSE workers, which make up around 50 per cent of the workforce, becoming limited.

Fortunately, the kiwifruit industry was able to offer work to people within New Zealand whose jobs were impacted by the lockdown in areas including Hospitality, Forestry and Tourism (such as staff from the Matamata Hobbiton tourist attraction) in kiwifruit orchards and packhouses.

To facilitate this, NZKGI collaborated with Zespri to form a Labour Coordination Centre (LCC) to match prospective employees with employers.

At its peak the LCC communicated with 1,000 people and directed them to 550 vacancies. While there were some challenges experienced, including high turnover rates, these efforts largely mitigated a serious shortfall in labour allowing the successful harvest of kiwifruit and provided employment for a large number of locals out of work due to COVID-19.



This industry has been recognised for coming together in times of trouble, and during COVID-19 collaboration and co-operation between growers, contractors and the post-harvest sector meant sharing what worked. Everyone understood that we would get there by working together.

NZKGI Labour Coordinator Gavin Stagg.



Photo: NZKGI



7.2 Technology

Every person in the Bay of Plenty is digitally connected and enabled to participate in the region’s future workforce, including its growing knowledge economy.

The future workforce in the Bay of Plenty needs to be technology empowered and digitally connected irrespective of location or status. By providing accessible opportunities for rangatahi to be inspired and experience technology for themselves, and by supporting opportunities to develop, retain and attract advanced STEM capability, the Bay of Plenty will be a leader in providing a just transition for its people in our growing knowledge economy. Part of this will require thinking that intersects the already innovative approaches being used in-region and leveraging what rangatahi are already engaging in (e.g. gaming).

Our approach:

Digital technology is changing workforce and skills needs across the Bay of Plenty, whether through automation in packhouses and plants, businesses that are moving online, or start-ups in the growing technology sector.^{xxxvii xxxviii} Nine out of ten people use a computer in everyday life, and even more (93 per cent) are confident using digital technology to do their job.^{xxxix} However, increasingly jobs will need advanced digital skills.^{xxx} The opportunity is to increase digital skills now, amongst rangatahi and in the existing workforce, to support both technology use, and ensure the sustainability of the Bay’s rapidly growing technology-led businesses.

The Group drew on local and regional knowledge, as well as national and global evidence and trends, to consider the role of digital technology skills in the workforce. They used the work of the New Zealand Digital Skills Forum^{xxxi} to define digital and advanced digital skills and found recent Te Pūkenga research into the aspirations

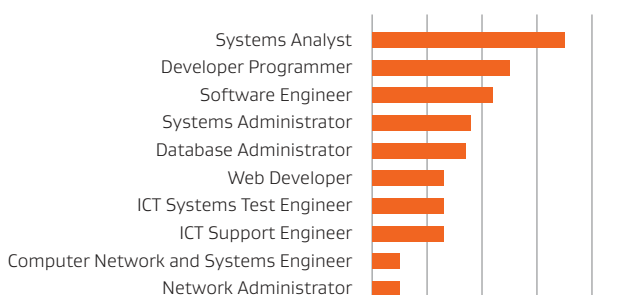
of the region’s Māori learners insightful.^{xxxii} Regional educators, business owners and leaders generously participated in two wānanga focussed on building a digitally skilled BOP workforce.

Key Insights:

The Bay of Plenty’s future as a high-value, high-wage economy rests on its ability to leverage the innovation capability of its people and businesses. Māori have long been recognised as successful innovators and entrepreneurs yet are under-represented in STEM related education and employment, despite the region’s strong growth in technology-related businesses and employment. Regional tech employers such as Lawvu, RoboticsPlus, GPSit, PlantTech and Bluelab are actively planning for employment growth, and seeking to attract and develop their future workforce supported by growing tertiary provision (software engineering, geographic information systems (GIS), and other enablers such as innovation and investor networks.^{xxxiii} In-demand roles across the ICT sector include software developers, application and infrastructure support, and data science. This job growth is expected to accelerate as the Bay of Plenty further develops a niche in the agritech, advanced manufacturing, and tech start-up sectors.

However, the Group has discovered there is a crisis in science, technology, engineering, and maths (STEM)-related education participation across the Bay. Less than two per cent of secondary school students currently enrol in STEM subjects or tech-related tertiary education, with curriculum, competency achievement,^{xxxiv}

Top 10 occupations in ICT 2021 (% total)



Top 10 largest growth occupations for ICT Professionals 2015 - 2021

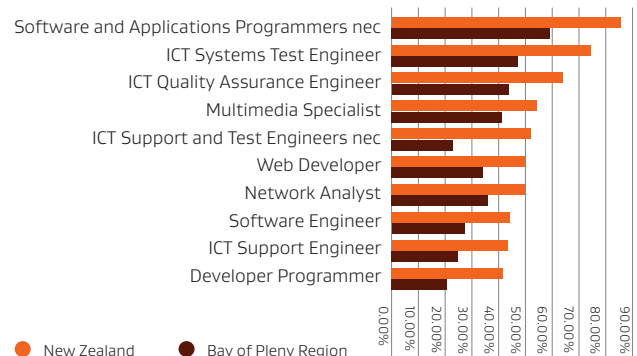




Photo: Natalia Catalina

timetabling and a lack of information about employment pathways for rangatahi and whānau all identified as barriers.^{xxxv} Inspiring more rangatahi into STEM study will be critical, as digital technology impacts almost every sector. Demand for advanced digital skills in jobs such as programming, data literacy, information security and deploying, managing digital hardware and networks, grows across all of the Bay’s industries. Currently, a high proportion of the Bay of Plenty technology workforce migrates to the region for the lifestyle, and while this pattern is expected to continue, the Group recognises the need to act now in growing the technological capability of local people so that they can actively participate in the region’s growing knowledge economy.

Growing digital and technology skills (and the corresponding increase in social capital) in the future workforce will also require continued effort to reduce the digital divide, particularly in the eastern Bay of Plenty where more than a quarter (28 per cent) of the sub-region’s households do not have internet connections.^{xxxvi} Many of these are low-income households and living in social housing.^{xxxvii} Māori are over-represented in these households, meaning that whānau are more likely to be digitally excluded, and that children and rangatahi are disadvantaged in their learning.^{xxxviii}

The Group has heard from business, iwi/Māori, and local and hapori/community leaders tackling these issues. The Group will support them to amplify what is working, and to augment where more is needed, for example, through identifying and responding to future ICT industry job growth in the region.

TECHNOLOGY ACTION STATEMENTS

- ❖ Grow digital technology skills and capability, particularly for rangatahi Māori, to transform the regional economy to one that is high value, and high income – improving prosperity for individuals, whānau/ family, and hapori/communities, throughout the region (through the following sub-actions):
 - ❖ Inspire rangatahi to choose STEM subjects at school, and STEM tertiary education and employment pathways.
 - ❖ Increase household internet access across the Bay of Plenty beginning with the Eastern Bay of Plenty, with a focus on households with tamariki and rangatahi.
 - ❖ Grow workforce digital capability through increasing availability and access to tailored industry led, micro-credential training designed by employers and delivered in the workplace.

The opportunity is to increase digital skills now, amongst rangatahi and in the existing workforce, to support both technology use, and ensure the sustainability of the Bay’s rapidly growing technology-led businesses.

Case study

HOUSE OF SCIENCE

There are a range of locally driven initiatives in the Bay of Plenty that provide rangatahi with STEM (Science, Technology, Engineering, Maths) experiences. House of Science (HoS) is one of these and is a local success story. Established in 2014, HoS provides STEM resource kits for primary and intermediate schools to raise scientific literacy. What started as a Tauranga initiative is now in 55 per cent of schools across the Bay of Plenty including Western Bay of Plenty, Rotorua and the Eastern Bay as well as nationally with approximately 25 per cent of all New Zealand schools accessing the extensive, bi-lingual science resource library.

Currently just 20 per cent of students entering high school are achieving at the required curriculum level in science. This is largely due to the lack of confidence and resources of primary teachers. HoS empowers these teachers to deliver detailed, hands-on science lessons through a shared library of resource kits and teacher professional development.

Improving scientific literacy will have huge economic and social benefits to New Zealand. HoS is actively promoting and normalising science in primary classrooms which ensures all students have the skills and knowledge they need to benefit from new technologies and lift productivity through innovation.

The HoS programme reaches over 130,000 rangatahi, encouraging them to engage in STEM subjects. It's their belief that by the age of 10, children have decided their career interests, so if they are not exposed to science at this age they are not likely to regain an interest in it. Investment in the early years facilitates a transition into technology-related secondary and tertiary study so exposing children to science from a young age is an essential component to feeding the STEM career pipeline.

Currently just 20 per cent of students entering high school are achieving at the required curriculum level in science. This is largely due to the lack of confidence and resources of primary teachers.



Photo: House of Science

7.3 Education



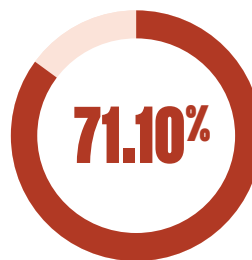
Bay of Plenty residents can participate in flexible education and training, that transcends location and personal circumstance barriers and that connects with the needs of whānau and community.

The Bay has communities spread across a large geographical area with four major centres and many smaller towns. The region therefore needs an education system fit for purpose against the backdrop of this diverse and wide-ranging geography, with local or digitally enabled delivery (in line with our Technology aspiration) and wrap-around support such as community based pastoral care and mentoring. Alongside a better delivery model the region needs training that can be delivered through micro credentials. Training should connect up the aspirations of employers and rangatahi and those re-training to on-ramp into employment.

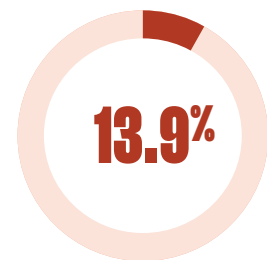
In 2020, there were over 63,000 students enrolled in state/state-integrated schools. The highest educational attainment of school leavers in 2020 was:



	Total	Māori school leavers
University Entrance	36.9%	22%
NCEA Level Three	16.4%	19%
NCEA Level Two	24.7%	26%
NCEA Level One	8.9%	11%
School leavers who did not attain NCEA Level One or higher	13.1%	23% ^{xxxix}



Percentage of school leavers enrolled in tertiary education one year after leaving school (2019)



Percentage of the Bay of Plenty population that were not in education, employment or training (NEET).^{xi}

30,000

There were close to 30,000 learners (students, apprentices and industry trainees) enrolled in tertiary education across the Bay of Plenty region in 2020.

Our approach:

While developing its approach, the Group considered the various national education system reforms in play, as well as the work of BOP-specific education strategies.^{xlii}

The HoS programme reaches over 130,000 rangatahi, encouraging them to engage in STEM subjects.

Key Insights:

The Education Counts 2020 student achievement summary for Bay of Plenty shows a clear disparity between educational experiences for learners in the Western Bay of Plenty region versus the Eastern Bay, and in higher-education participation rates for non-Māori versus Māori school leavers.^{xliii}

For Māori school leavers who do enrol in tertiary, they are more likely to go to Private Training Establishments, Universities and targeted training. At tertiary institutions, Māori are more likely to study Level 1 – 3 tertiary courses and study Mixed Field and/or Society and Culture. If Māori school leavers enter the workforce from school, they are more likely to enter low-skilled occupations in retail and tourism which have been vulnerable to COVID-19 lockdowns and border closures.

Education Counts 2020 student achievement summary for Bay of Plenty

	Taupō District	Western Bay of Plenty	Tauranga City	Rotorua District	Whakatāne District	Kawerau District	Ōpōtiki District	NZ Measure
Number of students (2020)	6,390.00	6,720.00	26,971.00	13,816.00	7,066.00	1,070.00	1,612.00	826,347.00
Number of teachers in state and state integrated schools (2020)	493	481	1,972.00	1,083.00	597.00	101.00	141.00	62,630.00
Number of schools (2020)	22	26	43	48	33	5	13	2,536.00
Percentage of children starting school who have attended ECE (2020)	98	97.7	98.3	96.9	95.3	97.1	94.9	97.1
Percentage of school leavers with NCEA Level 1 and above (2020)	85.6	87.5	89.1	86.3	84.5	82.8	63	88.4
Percentage of school leavers with NCEA Level 2 or above (2020)	74.5	80.8	80.4	76	75.8	68.8	55.4	80.8
Percentage of school leavers with NCEA Level 3 or above (2020)	42.4	42.3	55.6	55.3	51.7	45.3	34.8	59.1
Age standardised stand-down rate per 1,000 students (2020)	24.7	23.2	16.7	19.2	45	77.8	17	23.4
Age standardised suspension rate per 1,000 students (2020)	4.6	5.4	2.5	3.3	3	7.4	4.1	2.9
Age standardised exclusion rate per 1,000 students (2020)	1.3	1.7	1	0.6	1.9	3.6	2.3	1
Percentage of school leavers retained to at least 17-years-old (2020)	74.8	72.4	79.5	73.5	74.5	71.9	60.9	83.5
Percentage of school leavers with a Vocational Pathway award (2020)	16.2	12.8	20.3	17.9	15.9	9.4	6.5	17.2
Percentage of school leavers enrolled in tertiary within one year of leaving (2019)	51.7	51.6	63.3	50.5	50.5	32.1	32.7	59.6

Source: Education Counts, 2020

Addressing the disparities in educational outcomes for residents across the Bay requires a review across the education system, and the necessary learner-journey data to shape such a review.

In the compulsory education sector, the Ministry of Education noted that while there is a good overall supply of teachers, there continues to be shortages of Mathematics, Science, Physics, Te reo Māori, and Hard Materials Technology teachers.^{xliii}

There is an opportunity to address these shortages by recruiting people with workforce experience, with the Ministry of Education supporting their postgraduate teaching qualification.^{xliiv}

Recruiting more teachers with workforce experience also addresses the demand for more contextual, 'real-world' learning in the classroom. Stakeholders told the Group that careers counsellors were over-worked and under-resourced, with many students feeling ill-prepared for their next steps. With this approach, more learners would be better informed about potential pathways into higher education, training and employment choices within these subject areas.

Pre-COVID, international education was the fifth largest export sector for New Zealand. Valued at \$5.23bn in 2019, four per cent of total enrolments were held in the Bay. This represents not only tuition fees but also expenditure by international students that supported over 48, 832 jobs nationally. Just as importantly, international students play a significant role in supporting global citizenship within the Bay of Plenty. With New Zealand's borders reopening, this represents a significant opportunity for the Bay, and supporting the reinvigoration of the international education sector will be a priority.^{xliv}

Key challenges faced by residents entering the workforce are cultural readiness of workplaces, youth-readiness of employers and the work-readiness of employees. Education stakeholders shared the positive impact of place-based mentoring and pastoral care initiatives in helping to address these issues. The success of these initiatives was particularly evident when led by community champions who were actively engaging with local schools, whānau, hapū, iwi and employers. Increasing the provision of high quality and impactful programmes like these across the Bay is strongly supported.

Case study

WHĀNGAIA KA TIPU, KA PUĀWAI. THAT WHICH IS NURTURED, BLOSSOMS AND GROWS

The largest Māori provider across the Bay of Plenty, Te Puna Ora o Mataatua is renowned for responding to the needs of Mataatua rohe and is committed to providing pathways into employment areas such as Nursing and Advanced Nursing (Practitioner), Midwifery, Counselling, Tōhunga Rongoa, Therapy, Mental Health, Health Diagnostics, Health Promotion, Health Administration, Healthcare Assistance, Homebased Support and ACC Support Work and Caregiving.

Toitū Hauora Toitū Rongoa, Health & Medical Academy is a direct pathway to these opportunities, specialising in education and employment services.

A bespoke whānau ora-based plan is made for every taura, removing all barriers to quality healthcare education and employment. This wrap-around support, along with the service's collaboration with trusted tertiary and employment agencies allow taura to either find tertiary or employment placement and flourish in their selected vocation.



Photo: Te Puna Ora O Mataatua Charitable Trust

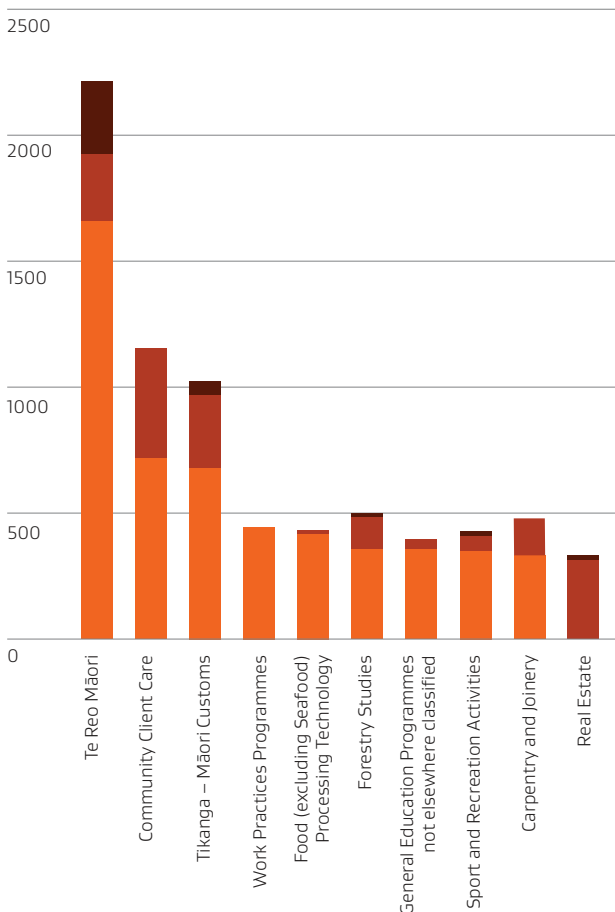
Tertiary provision in the following areas were identified as needing to be reviewed to ensure current provision was meeting regional needs. These areas included:

- Engineering skills (mechanical and mechatronics engineering, particularly at a vocational/technician level) to support the region’s growing manufacturing, transport and logistics sectors.
- Entrepreneurship and general business training within a broad range of regional training programmes.
- ICT/technology skills.^{xlvi}

These areas of focus are not reflected in the qualifications being completed in 2019-2020:

Qualification completions (2019 - 2020)

Qualification ● Cert L1-3 ● Cert L4 ● Cert/Dip



The Bay of Plenty is a wide geographical area with some towns more isolated than others. This has had an impact on access to and participation in education, training and employment. While residents in the main centres benefit from a wide variety of training and tertiary education options, current provision struggles to meet rural area needs.

To help close the gap, tertiary education providers need to consider more innovative and responsive methods of delivery such as micro-credential qualifications delivered in a place-based or satellite format.

For these innovations to be fully utilised, fundamental barriers must be considered. Driver licensing and cost of digital connectivity have wide-reaching impacts but are acutely felt by residents in rural areas and in high deprivation communities. Further investment is needed in technological infrastructure, both in terms of internet provision and access to devices. Lack of affordable childcare is another barrier, most frequently impacting the education, training and employment outcomes of Māori and young women.^{xlvii} This is consistent with lower enrolment rates in early childhood education and care for Māori children.^{xlviii}



Photo: Priority One

Overcoming these barriers should be a priority for improving the educational, training and employment outcomes of the communities most in need.

The sentiments shared in Bay of Plenty Tertiary Intentions Strategy on the future of education still hold true today. Delivery of education, training and transition support services will need to reflect and respond to the different challenges faced by residents in the sub-regions, while still working towards an agreed region-wide vision. Through collaborative leadership, these challenges can be converted to opportunities so that education is enabling the health, wealth and happiness of BOP communities.

EDUCATION ACTION STATEMENTS

- ❖ The Group helps to coordinate a connected approach to education provision in the Bay of Plenty.

- ❖ Support place-based transition programmes that pathway residents from education to training, employment or higher education.

- ❖ Remove barriers to accessing education and training in the Bay of Plenty.

With New Zealand's borders reopening, this represents a significant opportunity for the Bay, and supporting the reinvigoration of the international education sector will be a priority. ^{xlvi}



7.4 Climate Change

The Bay of Plenty region seeks to understand and embrace the full spectrum of climate change impacts on employment and has a focus on emerging circular economy initiatives to drive future success.

The Bay economy is driven by several sectors that will be affected by carbon reduction activity over time. Our workforce needs to be prepared for these changes including retrenchment to expansion and mitigation. This will support smoother workforce transitions to green jobs and identification of innovative future opportunities. A holistic approach is needed with an education pipeline that closes gaps in climate change knowledge for rangatahi, strategic direction from local and central government, and campaigns to build awareness of climate change implications within the community.

Our approach:

The Group engaged regional climate change experts as well as consulting local^{xix}, nationalⁱ, and global plansⁱⁱ and research to consider the impact of climate change on the workforce. This helped them form the view that the environment gifts people with the resources needed to be able to work and as the environment changes, so work changes. In the Bay of Plenty there are many sectors that rely on the environment, and these sectors will need to contend with rising temperatures, flooding, droughts, and other extreme weather events over time.ⁱⁱⁱ Accounting for these changes is vitally important.

The Group looked at who would be impacted by climate change. Those who are working in the agriculture industry in the Bay of Plenty will be most impacted due

to climate change based on greenhouse gas emissions, followed by private households, electricity, gas, water and manufacturing industry. The workforce for more emissions intensive industries is clearly male dominated, with Māori accounting for a larger proportion of the high emissions intensive industry.ⁱⁱⁱⁱ The region also has a relatively high share of workers with no or lower qualification in high emission industries. From the industry emissions data those workers impacted most due to climate change adaptation would be mainly Māori males working in sheep and beef farming, and road, rail, transport and heavy manufacturing having no or low levels (level 1-3) qualifications.^{liv}

Finally, the Group noted that the link between climate change and workforce planning in the Bay is not strong with little mention of green jobs^{lv} or workforce impacts.^{lvi} The Group identified a gap where it can work with stakeholders in the region to better connect the two together.

Key Insights:

Action to limit global warming to 2°C will create jobs but will also inevitably lead to losses in carbon intensive industries as they scale down. New jobs will be created as the energy mix changes, i.e., projected use of EV, geothermal energy, green hydrogen and transitioning to agricultural sustainability and circular economy will result in better jobs in recycling, remanufacture and repair of goods. Skills development will facilitate the transition to a green economy as skill mismatching is a barrier to greening of the economy. Indicators of this are skills shortages, high youth unemployment and low productivity in firms.

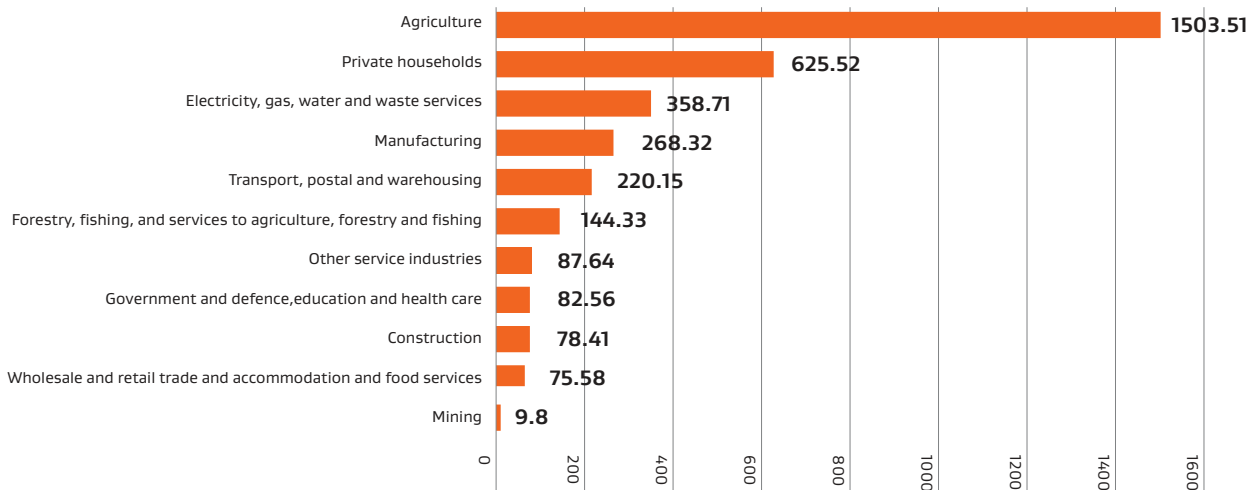
There are legal frameworks provided to incentivise moving towards a greener economy while also ensuring decent work. The Climate Change Response (Zero Carbon) Amendment Act 2019 requires New Zealand to prepare for, and adapt to, the effects of climate change through a range of steps^{lvii}.

Stakeholders told the Group they believed there is a major gap in climate change and adaptation knowledge, as well as skills at a governance and management level in organisations across the Bay.



Photo: Amplify

**Greenhouse gas emissions in the Bay of Plenty Region, New Zealand
By source industry, 2019, kilotonnes of CO2 equivalent (Stats NZ)**



They were clear that until this is addressed, employers will be ill-equipped to adapt their workforces appropriately. Stakeholders also talked of the need for specialist skills in integrated whenua planning, research and operational roles in geothermal, non-conventional approaches in dairy and Māori collective structures.

The Group’s view is that all sectors of the BOP economy will be impacted by climate change over the coming years, but that they will see gaps emerging first in the following regional sectors:

- **Transport**
- **Energy**
- **Construction and Infrastructure**
- **Agriculture / Farming**
- **Horticulture**
- **Forestry / Wood Processing**
- **Tourism**

Stakeholders advised that even though there is an urgent need to respond to climate change, associated labour market gaps are yet to fully emerge. This provides the region with a brief planning window to verify these anticipated gaps, and then to equip people with the necessary training to provide strategic direction at governance and management levels across all sectors.

There is an urgent need to identify examples of best practice in climate adaptation to maximise their impact and highlight opportunities to others. To begin this journey, the Group engaged with innovative approaches being taken by iwi in particular, acknowledging once again that Māori have the solutions for their communities. For instance, the Group engaged in a series of climate change hui run by Ngāti Whakaue ki Maketū iwi at the Whakaue Marae over April and March 2022 to discuss the impacts for the Maketū community, and ways to support Māori communities in the future. This activity could be replicated throughout the region.



Photo: New Zealand Story

CLIMATE ACTION STATEMENTS

• Educate and train industry and student leaders in climate change impacts and identify opportunities where immediate actions can be taken to reduce climate impacts, accelerate current circular economy initiatives and begin to adapt the BOP workforce. (through the following sub-actions):

• Support climate change/ adaptation and workforce impacts training.

• Facilitate climate adaptation and workforce resilience discussions between iwi, community, and industry to identify actions they can take now.

• Undertake industry and region-specific scans to identify medium to long term circular economy opportunities in BOP.



Photo: Miraka Ltd

Case study

MIRAKA

Māori dairy processing company Miraka started production in 2011 and was established by seven Māori trusts, Vietnamese dairy business Vinamilk and Global Dairy Network (GDN).

They shared a mutual desire to create a world-class, environmentally focussed, and sustainable dairy business at Mokai, near Taupō. The founders saw the greenhouse gas challenges before most others in the world and embraced it to create a sustainable competitive advantage.

The vision of Miraka ‘nurturing our world’ is underpinned by five core values – kaitiakitanga, excellence, integrity, tikanga and innovation. These set the strategic direction for all aspects of the company’s operations.

Chairman Kingi Smiler says Miraka is not just a dairy processor but is a company with a higher purpose. “The modus operandi of Miraka has core Te Ao Māori principles at the heart of its operations, particularly that of kaitiakitanga.”

“As stewards, we have a responsibility to look after the natural environment and resources for current and future generations. We use renewable ‘green’ energy from the Mokai geothermal power station which is owned by Tuaropaki Trust, one of our main shareholders.



The modus operandi of Miraka has core Te Ao Māori principles at the heart of its operations, particularly that of kaitiakitanga.

Chairman Kingi Smiler

“Our Mokai factory has one of the lowest carbon emission footprints in the world. In New Zealand, our carbon footprint is 94 per cent less than for similar driers in the country.”

As for on-farm practices, Te Ara Miraka is the company’s farming excellence programme which sets a benchmark and creates a culture of excellence for farmers who supply Miraka with their milk.

Te Ara Miraka includes a mix of mandatory and best practice standards – such as riparian planting to help protect waterways and the effective management of effluent to minimise nitrogen leaching into the whenua (land).

To find out more about Miraka go to www.miraka.co.nz

7.5 Resilience



Businesses, communities, and households across the Bay of Plenty are supported to be resilient in the face of sustained disruption, with our people supported and prepared to react and adapt as needed.

The Bay will continue to face an array of disruptions. Building true resilience into our workforce will require a multi-faceted approach and different support for individuals, whānau and communities. Part of an effective response will include finding ways to equip our people with skills earned through the education system but also skills that enable individual agility such as entrepreneurialism and financial literacy. It will also require embedding a culture of relationship and alliance into our communities and sectors, through activity such as working with employers to help plan ahead for and remain beside their workers through disruptive times.

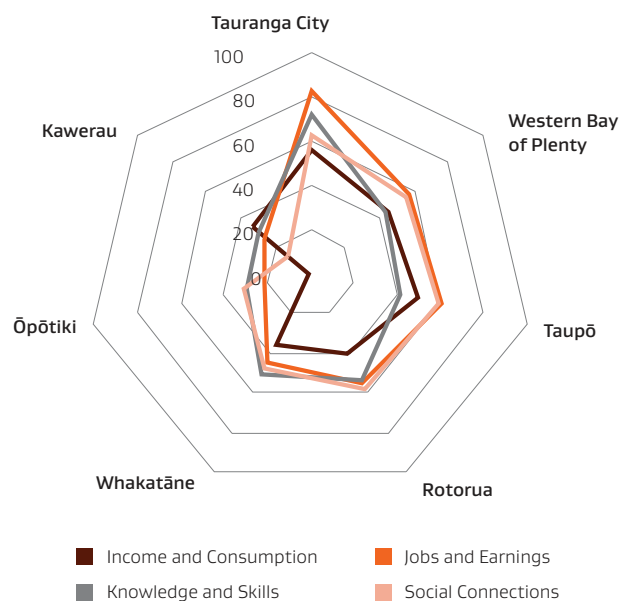
Our approach:

The Group selected this aspiration because they recognised that there are many ways (apart from climate change disruption) that the regional workforce can be disrupted, including pandemics, supply chain disruption and recession (e.g impact of COVID-19 on the Tourism sector in Rotorua^{lviii}). Future proofing the workforce from disruption is important for the continued prosperity of the region. For the sake of clarity, the Group has adopted the following definition from a research paper that was undertaken within the region:



Resilience is a dynamic process of adaptation to adversity which enhances wellbeing. A sense of optimism arises when, instead of being at the mercy of unmanageable external forces, people can use their adaptive capacity to absorb change and take control over their future direction^{lix}

Workforce Resilience Indicators



The Bay of Plenty is known to have a high degree of industry diversity and therefore has traditionally appeared to have held up well when economic shocks have impacted New Zealand.^{lx} However, this effect masks the fact that there are pockets of deprivation across the region with workers who are more vulnerable to economic shocks.^{lxi}

To tighten its approach, the Group spoke to regional stakeholders and analysed workforce indicators to identify the profile of those who needed help with resilience. This led to a focus on income, employment, skills, social wellbeing and connectivity indicators as there is evidence that workers with low levels of these indicators are more susceptible to labour market shocks and disruptions.^{lxii} The Group looked across the regions and sectors to ascertain where there are higher volumes of workers fitting this profile and investigated demographic factors.



Photo: Love Taupo

Key Insights:

They found that while there are some sub-regions (Eastern BOP and Rotorua) that have higher overall deprivation, adopting a narrow focus would mean that some workers who need help would miss out.^{lxiii} Therefore, it is important that any actions are region-wide. The BOP is a region with a higher than national average Māori unemployment rate and Māori are over-represented in sections of the workforce that are susceptible to crises such as COVID-19.^{lxiv} The Group focused on sectors with higher numbers of Māori in low skilled occupations. This led to the focus on Horticulture, Forestry, Aquaculture, Tourism, Manufacturing and Construction.^{lxv}

Stakeholders told the Group that strong partnerships and alliances are key to a resilient workforce. This means having strong bonds between workers, community, employers, and decision-makers in the region^{lxvi} and that the solutions needed are already present within the community.

The Group reflected on work undertaken by the iRSLG to understand the workforce pipeline (under the BOP iRSLG data pipeline project)^{lxvii} and the need for a unified and 'all of system' approach to support workers along that pipeline. This chapter and its related actions demonstrate another step forward in that thinking but is still not a complete picture.

Resilience is a social construct and Māori have been resilient since 1840. While there is evidence that Māori are economically vulnerable to shocks, this is not the wider story.

The Group acknowledges that in its next plan the next iteration of the RWP, a framework (developed with regional stakeholders) will need to be developed.

Stakeholders also pointed out the use of deficit thinking for Māori. Resilience is a social construct and Māori have been resilient since 1840. While there is evidence that Māori are economically vulnerable to shocks,^{lxviii} this is not the wider story. There is unmistakable evidence that Māori have their own approach to resilience.

Entrepreneurial skills and financial literacy can then be built over the basics to facilitate transformational resilience.^{lxix} Good models of supporting worker resilience mitigate against inequities by addressing driver licensing, digital access, and employability skills for marginalised groups. Entrepreneurial skills and financial literacy can then be built over the basics to facilitate transformational resilience.

The question is whether support is ubiquitous and readily available to everyone. There is an opportunity to scan across the region to check uniform provision for the following:

- Driver licensing
- Financial literacy & entrepreneurial skills
- Employability and career confidence building
- Digital access

Stakeholders told the Group that low and semi-skilled roles for many of the focus sectors are in steep decline (e.g. Manufacturing). Jobs with seasonal component expose workers to some vulnerability due to their inherent seasonality. Tourism jobs were impacted because of COVID-19 demonstrating a susceptibility to shocks – there are many Māori employers in tourism across the region.^{lxx}

RESILIENCE ACTION STATEMENTS

• Enable workforce resilience across individual, community and industry layers by partnering with and coordinating between iwi/hapū, industry groups, employers, and key government agencies (through the following sub-actions):

• Partner with iwi/hapū and Māori employers around their approaches to worker support and look for opportunities to improve Māori resilience.

• Co-ordinate between those who provide support to Māori workers in the community and the employers who recruit them to find ways to improve workforce resilience.

• Engage with development of the Income Insurance Scheme to identify other components that could wrap around the scheme to produce a more complete system of support.

Case study

GALVANISING PEOPLE TO BE A SKILLED WORKFORCE

The Manawa Tu Work for Life Centre (WFLC) employment service provides support for local community members that are work-ready. These clients enquire and are looking for guidance and support from the centre such as CV updates and cover letter writing, driver license upgrades, career change advice and support with local employment opportunities including transport. They have recently noticed an increase in new clients who have lost their jobs due to COVID-19 mandates.

Manawa Tu WFLC, in partnership with New Zealand Welding, Trades & Services (NZWTS) Rotorua, refer clients to the Construction and Warehouse Yard Operations & Forklift 12-week programmes as they provide transport from Murupara to Rotorua and back. Clients register with the centre and are supported with driver's license upgrades and employment on completion of their programme.

Other providers in Rotorua that clients have been referred to are the Animation College and Toi Ohomai.



Photo: Manawa Tu Work for Life Centre

TĀNGATA AOTEAROA NGĀ WAWATA



SEASONALITY

- Research and build a complete picture of whānau, hapū, iwi and hapori Māori labour patterns.
- Identify potential Māori groups/clusters that could develop in-house micro-credential programmes.
- Develop a business case for a Tuakana-Teina programme that ensures rangatahi Māori flourish with the guidance of pakeke and kaumātua.
- Provide resources to whānau, hapū, iwi and hapori Māori to research and assess/analyse issues, problems and barriers.



TECHNOLOGY

- Support and resource hapū, iwi and hapori to grow their workforce digital capability through increasing availability and access to tailored industry led micro-credential training designed by employers and delivered in the workplace.



EDUCATION

- The RSLG encourages whānau, hapū, iwi and hapori Māori to work with the collective impact group and BOPTIS partners to refresh map of current tertiary education provision in BOP.
- He Pou Tāngata o Aotearoa partners inform/co-design with local place-based providers to create a stocktake/map of place-based transition programmes in the BOP that pathway residents from education to training, employment or higher education.
- RSLG partners with hapū and iwi to consider the findings from Bay of Plenty Tertiary Intentions.
- Strategy and identifies any outstanding recommendations regarding transitions support and pathways that the RSLG can support for delivery.
- Support hapū, iwi and hapori Māori communities to seek wider provision and uptake of MSD licensing programmes.



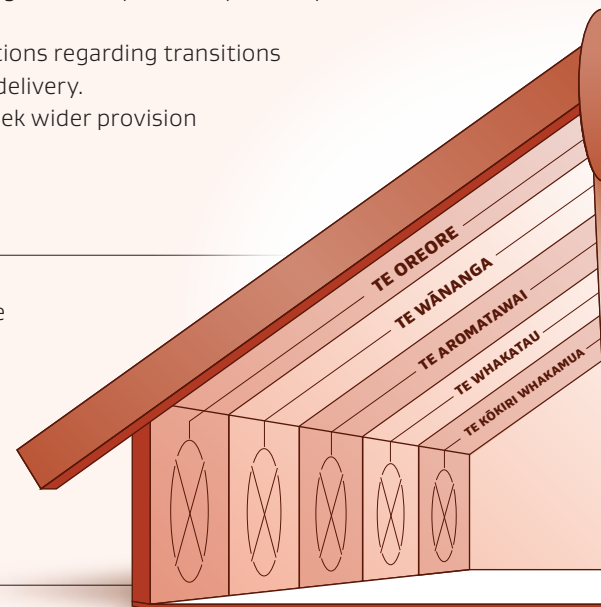
CLIMATE CHANGE

- Enable and facilitate climate adaptation and workforce resilience discussions between Iwi, community, and industry to identify actions they can take now.



RESILIENCE

- Partner with Iwi/hapū and Māori employers around their approaches to worker support and look for opportunities to improve Māori resilience. This may include supporting growth and scaling of their efforts.



Regional Workforce Context

Our Regional Workforce Whare comprises two sides or pou made up of Tāngata Aotearoa (whānau; hapū; iwi and Māori communities); and Tāngata Niu Tireni (everyone else, including Māori communities in the context of Article 3 of Te Tiriti).

TĀNGATA NIU TĪRENI ASPIRATIONS

- Research to build a complete picture of the seasonality patterns across BOP to then validate if under-employment is an issue or an opportunity.
- Identify potential groups/clusters that could develop in-house micro-credential programmes.
- Develop a business case for a mentor/learner in-house programme; with older workers sharing.
- skills/learning with newer/younger workers.
- Research to better identify what the real and perceived barriers are.



SEASONALITY

- Grow workforce digital capability through increasing availability and access to tailored industry-led, micro-credential training designed by employers and delivered in the workplace.



TECHNOLOGY

- RSLG works with proposed collective impact group and BOPTIS partners to refresh map of current tertiary education provision in BOP.
- RSLG works with local place-based providers to create a stocktake map of place-based transition programmes in the BOP that pathways residents from education to training, employment or higher education.
- RSLG considers the findings from Bay of Plenty Tertiary Intentions Strategy and identifies any outstanding recommendations regarding transitions support and pathways that the RSLG can support for delivery, e.g. Education New Zealand's pathways mapping portal.
- Support wider provision and uptake of licensing programmes.



EDUCATION

- Facilitate climate adaptation and workforce resilience discussions between iwi, community and industry to identify actions they can take now; including education and employment related actions e.g linking rangatahi to relevant tertiary courses, scholarships, internships, and work experience.



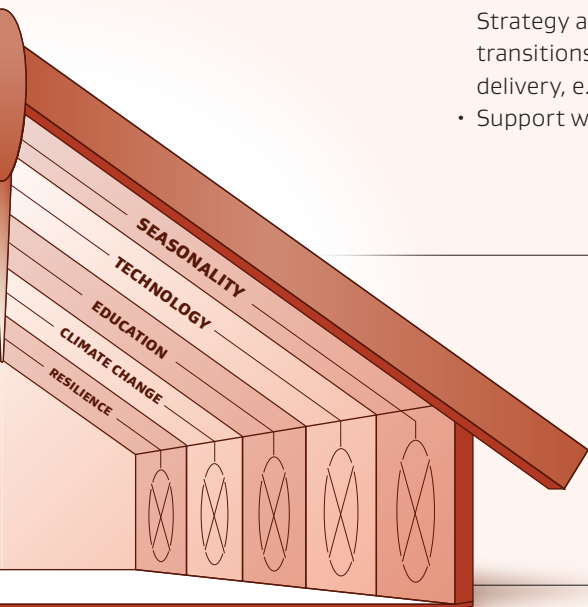
CLIMATE CHANGE

- Partner with Iwi/hapū and Māori employers around their approaches to worker support and look for opportunities to improve Māori resilience. This may include supporting growth and scaling of their efforts.



RESILIENCE

The actions listed on this page as well as the full list of actions (immediate, short, medium and long) listed on pages 38-43 below exist within the context of this Regional Workforce Whare.



9. Action Table

This table contains the full details of actions referenced in the body of the plan and the action infographic above. Note that while a wide range of partners and stakeholders have been identified in the tables below it is not an exhaustive list and engagement by the group remains on-going.

#	TANGATA NIU TĪRENI ACTIONS	TĀNGATA AOTEAROA POTENTIAL AREAS OF FOCUS	STAKEHOLDERS AND PARTNERS	TIME SCALE	POTENTIAL OUTCOMES	SECTOR/ REGIONAL ALIGNMENT
Define BOP cross-sector seasonality workforce patterns [horticulture, forestry, aquaculture, tourism, agriculture] for the full region to better inform future planning.						
1	Undertake research to build a complete picture of the seasonality patterns across BOP (incl FTEs, Skills, workforce demography including migrant workers, pay rates) to then validate if under-employment is an issue or an opportunity	Ensure research also builds a complete picture of whānau, hapū, iwi and hapori Māori labour patterns.	Bay of Connections, EDAs, NZKG, Peak Bodies, Te Kāhui Mātauranga, Toi Kai Rawa, Whenua Māori cluster, Pakihi Māori, Whānau, hapū, iwi, hapori Māori	Short term	Industry sectors will be better informed and therefore better able to plan Whānau, hapū, iwi and Māori organisations/ economy/industries will be better informed and better able to plan	Horticulture Forestry Aquaculture Tourism Agriculture
Support Māori and non-Māori sector groups/industry clusters/large employers to develop their own bespoke micro-credential / on-the-job training programmes.						
2	Identify potential groups/ clusters that could develop in-house micro-credential programmes.	Identify potential Māori groups/clusters that could develop in-house micro-credential programmes.	Tāne Mahuta - 'Ahi Mahi Mai' programme could be used as an example. Māori Kiwifruit Growers; Miro; Rūnanga; iwi and Māori health providers; whenua Māori owners	Short term	Workers will be empowered with transferable skills Productivity and employer / employee satisfaction will be increased as a result of better skill development / matching	
3	Support the cluster to build/implement the micro-credential programme	Support the Māori clusters to build/implement the micro-credential programme	Tāne Mahuta, Māori Kiwifruit Growers; Miro; Rūnanga; iwi and Māori health providers; whenua Māori owners	Medium term	More workers will have begun a learning journey	
4	Advocate to TEC to fund the programme	Iwi / Māori employment and education organisations advocate to TEC to fund the programme	Tāne Mahuta, Māori Kiwifruit Growers; Miro; Rūnanga; iwi and Māori health providers; whenua Māori owners	Medium term		
Support pakihi and employers to deliver richer employment and learning experiences, thereby increasing skills, job satisfaction, kaimahi/employee retention and productivity						
5	Develop a business case for a mentor/learner in-house programme; with older workers sharing skills/learning with newer/ younger workers	Develop a business case for a Tuakana-Teina programme that ensures rangatahi Māori flourish with the guidance of pakeke and kaumātua	Iwi Rūnanga, Seeka, Tāne Māhuta, Whakatōhea Mussels Ōpōtiki Ltd, Rotoiti 15, Rotomā, Miro, Whenua Māori operations	Short term	Improved transfer of skills and knowledge will lead to quicker learning, improved satisfaction and greater productivity Strong Tuakana-Teina relationships; confident rangatahi	
6	Improve pastoral care services for seasonal workers to support needs outside the workplace	Work with employers to support the improvement of pastoral care services for Māori workers to support needs, as well as facilitate positive relationships between Māori, non-Māori, RSEs	Seeka, Tāne Mahuta, Māori Kiwifruit Growers; Miro; Rūnanga; iwi and Māori health providers; whenua Māori owners	Medium term	Productivity, employee / employer satisfaction and employee retention will all be increased. Kia Rangatira ai ngā whānau	



Seasonality Actions

#	TANGATA NIU TĪRENI ACTIONS	TĀNGATA AOTEAROA POTENTIAL AREAS OF FOCUS	STAKEHOLDERS AND PARTNERS	TIME SCALE	POTENTIAL OUTCOMES	SECTOR/ REGIONAL ALIGNMENT
Identify services and programmes that can reduce the barriers to people entering seasonal work						
7	Research to better identify what the real and perceived barriers are, including: <ul style="list-style-type: none"> • Drivers licensing* • Digital capability* • Accommodation and transport • Earn while you learn initiatives 	Provide resources to whānau, hapū, iwi and hapori Māori to research and assess/analyse issues, problems and barriers.	MSD EDAs BOP Regional Council Rural Broadbank Initiative Driving for Change Bluelight / NZ Police Whānau, hapū, iwi and hapori Māori; Te Kāhui Mātauranga	Short term	Identification of barriers will allow plans to be put in place to remove those barriers	Aligned to Action #12, 19 and 20
8	Identify private and public sector initiatives and programmes to mitigate barriers identified in Action 7	Support whānau, hapū and hapori Māori to identify Māori business and economy sector initiatives and programmes to mitigate barriers.	EDAs MBIE Bay of Connections Toi Kai Rawa	Medium term	Identification of existing initiatives and programmes will prevent duplication and ensure any new initiatives are targeting identified gaps in service provision	
9	Form a working group to look at potential models for multi-employer employment opportunities for seasonal work	Form a Māori working group or at least ensure that the working group has strong Māori representation to look at potential models for multi-employer employment opportunities for seasonal work	MBIE First Union Business and industry representatives MPI Toi Kai Rawa Council of Trade Unions	Medium term	Identification and validation of multi-employer employment programme/s for BOP	Horticulture, Agriculture, Aquaculture, Forestry, Tourism
Explore the impacts of automation, robotics and AI for the future workforce, and identify skills required to transition into these roles of the future.						
10	Research impacts of automation, robotics and AI on skill requirements in primary sector workforce across the BOP	Support whānau, hapū and hapori Māori to research impacts of automation, robotics and AI on skill requirements in all sector workforces across the BOP	Crown Research Partner Industry Peak Bodies BOC EDAs MBIE Council of Trade Unions	Long term	Greater understanding of skill requirements will enable more targeted education and training	Digital Technology
Grow digital technology skills and capability, particularly for rangatahi Māori, to transform the regional economy to one that is high value, and high income – improving prosperity for individuals, whānau/family, and hapori/communities, throughout the region.						
11	Inspire rangatahi to choose STEM subjects at school, and STEM tertiary education and employment pathways: <ul style="list-style-type: none"> • Map/amplify existing initiatives such as Ko Maui Hangarau and Māori STEAM tours • ‘Light up’ STEM pathways through quality career advice, exposure and experience 	Support and resource kōhanga reo, kura, wānanga, marae and whenua Māori owners to inspire rangatahi/youth to choose STEM subjects at school, and STEM tertiary education and employment pathways: <ul style="list-style-type: none"> • Map/amplify existing initiatives such as Ko Maui Hangarau and Māori STEAM tours • “Light up” STEM pathways through quality career advice, exposure and experience 	Employers/ industries with growing digital technology skills requirements Schools and Kāhui Ako (compulsory education) Regional economic development agencies Tertiary education providers Ministry of Education Kōhanga reo, Kura, Wānanga, marae and whenua Māori owners	Long term	Increase in students studying STEM subjects at school/ tertiary, and choosing STEM employment Increase in levels of New Zealand curriculum key (five) competency achievement Increase in whānau/ community awareness of STEM pathways Increase in students studying STEM subjects at kura, wānanga, marae	Tech/ICT All sectors





#	TANGATA NIU TĪRENI ACTIONS	TĀNGATA AOTEAROA POTENTIAL AREAS OF FOCUS	STAKEHOLDERS AND PARTNERS	TIME SCALE	POTENTIAL OUTCOMES	SECTOR/ REGIONAL ALIGNMENT
12	Increase household internet access across the Bay of Plenty beginning with the Eastern Bay of Plenty, with a focus on households with tamariki and rangatahi	Support and resource hapū and iwi to increase internet access in their communities starting in the Eastern Bay	Rural Broadband Initiative Toi EDA Digital Connectively Collective Ministry of Education Kāinga Ora Telcos Hapū and iwi Rūnanga Te Puni Kōkiri Toi Kai Rawa	Medium term	Increase in proportion of households in the Eastern Bay of Plenty with internet access (with benefits to community and individual social capital).	Tech/ICT All sectors Initially Eastern BOP then all of BOP. Aligned to Action 7
13	Grow workforce digital capability through increasing availability and access to tailored industry-led, micro-credential training designed by employers and delivered in the workplace	Support and resource hapū, iwi and hāpori to grow their workforce digital capability through increasing availability and access to tailored industry-led micro-credential training designed by employers and delivered in the workplace	Industry/ employers Unions/ workers Toi Mai WDC Tertiary education providers TEC TPK, Māori Business Networks, Wānanga	Short term	Increased employer/ industry demand for micro-credentials that provide digital skills training Increased workforce digital upskilling, and micro-credentials awarded	Tech/ICT All sectors
The RSLG helps to coordinate a connected-up approach to tertiary education provision in the Bay of Plenty provision						
14	The RSLG formalises and coordinates the collaboration of providers in the region under a collective impact model	The RSLG partners with whānau, hapū, iwi and hāpori Māori to formalise and coordinate the collaboration of providers in the region under a collective impact model	Bay of Plenty Tertiary Education Partnership (Bay of Plenty Polytechnic, Te Whare Wānanga o Awanuiārangi, Waiariki Institute of Technology and the University of Waikato) Bay of Plenty Tertiary Intentions Strategy (BOPTIS) partners Competenz, BCITO, Primary ITO Te Wānanga o Aotearoa Toi Ohomai PTE's CTU Crown Research Te Pūkenga Te Kāhui Mātauranga MoE, TEC	Medium term	Move towards increasing collaboration of tertiary providers in the BOP	
15	RSLG works with proposed collective impact group and BOPTIS partners to refresh map of current tertiary education provision in BOP	The RSLG encourages whānau, hapū, iwi and hāpori Māori to work with the collective impact group and BOPTIS partners to refresh map of current tertiary education provision in BOP	Bay of Plenty Tertiary Intentions Strategy (BOPTIS) partners Bay of Plenty Tertiary Education Partnership BoPTEP BOP Tertiary education providers CTU Whānau, Hapū, Iwi, Hāpori Māori, Te Kāhui Mātauranga	Short term	Provide a better understanding and visibility of current provision and help identify opportunities for increasing decentralised subregional provision for underserved communities.	

#	TANGATA NIU TĪRENI ACTIONS	TĀNGATA AOTEAROA POTENTIAL AREAS OF FOCUS	STAKEHOLDERS AND PARTNERS	TIME SCALE	POTENTIAL OUTCOMES	SECTOR/ REGIONAL ALIGNMENT
16	The RSLG supports the proposed collective impact group and iwi partners to create a regional investment plan on tertiary education provision in the BOP	The RSLG encourages iwi partners participate in the co-design process to create a regional investment plan on tertiary education provision in the BOP	Te Kāhui Mātauranga Te Pūkenga BOPTIS BoPTEP	Medium – long term	Proposed collective impact group are well-positioned to submit a joined-up bid for funding that better aligns the regional mixes of provision and maximises access, delivery and funding of education for the communities in the region.	

Support place-based transition programmes that pathway residents from education to training, employment or higher education.

17	RSLG works with local place-based providers to create a stocktake/map of place-based transition programmes in the BOP that pathways residents from education to training, employment or higher education	He Pou Tāngata o Aotearoa partners inform/ co-design with local place-based providers to create a stocktake/map of place-based transition programmes in the BOP that pathway residents from education to training, employment or higher education	MSD, including Disability Internship Coordinator service, Mana in Mahi, Flexiwave EDA Workforce Development groups CTU Mayors' Taskforce for Jobs The Kawerau Pathways to Work Plan The Priority One: INSTEP and THRIVE programmes Toi Kai Rawa: Career LinkUp EBoP Inspiring the Future Taupō Pathways Rebel Business School Aotearoa Te Kaha Group place-based mentoring programme TPOOM: Tū Maia Rangatahi Hub Eastbay R.E.A.P Manawa Tū Work for Life Centre Rotorua Community Youth Centre Trust Whānau, hapū and iwi Te Kāhui Mātauranga Māori managers/teams at tertiary providers	Immediate	Provide a better understanding and visibility of current provision. Move towards decreasing fragmentation of transition support provision, identifying and addressing gaps in provision and areas of priority need particularly for underserved communities.	
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18	RSLG considers the findings from Bay of Plenty Tertiary Intentions Strategy and identifies any outstanding recommendations regarding transitions support and pathways that the RSLG can support for delivery, e.g. Education New Zealand's pathways mapping portal	RSLG partners with hapū and iwi to consider the findings from Bay of Plenty Tertiary Intentions Strategy and identifies any outstanding recommendations regarding transitions support and pathways that the RSLG can support for delivery	MSD, including Disability Internship Coordinator service, Mana in Mahi, Flexiwave Industry peak bodies/local employers ISK CTU The Kawerau Pathways to Work Plan The Priority One INSTEP and THRIVE programmes Toi EDA's Workforce Development programme including Career LinkUp EBoP	Short term	Improving connections between secondary schools, tertiary education and employers in the region, prepare residents with work-ready skills and improve the flow of residents into education, training and employment	
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#	TANGATA NIU TĪRENI ACTIONS	TĀNGATA AOTEAROA POTENTIAL AREAS OF FOCUS	STAKEHOLDERS AND PARTNERS	TIME SCALE	POTENTIAL OUTCOMES	SECTOR/ REGIONAL ALIGNMENT
18			Inspiring the Future Taupō Pathways Rebel Business School Aotearoa (RBSA) Te Kaha Group place-based mentoring programme TPOOM: Tū Maia Rangatahi Hub Eastbay R.E.A.P Rotorua Community Youth Centre Trust Te Kāhui Mātauranga			
Remove barriers to accessing education and training in the Bay of Plenty						
19	Support funding for technology infrastructure both in terms of internet provision and access to devices.	He Pou Tāngata o Aotearoa partners are encouraged to advocate for funding for tech infrastructure both in terms of internet provision but also access to devices.	Rural Broadband initiative Ministry of Education TEC	Medium term	Improve connectivity in rural BOP communities so residents can better access education and training	Technology Aligned to Action 7 Initially Eastern BOP then all of BOP.
20	Support wider provision and uptake of licensing programmes	Support hapū, iwi and hapori Māori communities to seek wider provision and uptake of MSD licensing programmes	MSD Driving for Change Bluelight / NZ Police Hapū and Iwi	Immediate	Increased access to education, training, and employment opportunities for residents in rural BOP.	Seasonality Aligned to Action 7 Rural BOP
Educate and train industry and student leaders in climate change impacts and identify opportunities where immediate actions can be taken to reduce climate impacts, accelerate current circular economy initiatives and begin to adapt the BOP workforce						
21	Support climate change/ adaptation and workforce impacts training, that is: <ul style="list-style-type: none"> • Values focussed • Made available at governance & management levels for employers • Should include tools (inventory of impacts, emissions calculators) Enable attendees to undertake immediate actions within their organisations	Encourage hapū, iwi and hapori Māori to participate in climate change / adaptation and workforce impacts training. This training needs elevate te ao Māori, mātauranga Māori while being: <ul style="list-style-type: none"> • Values focussed • Made available at governance & management levels for employers. • Should include tools (inventory of impacts, emissions calculators) Enable attendees to undertake immediate actions within their organisations	EDA's, Chambers of Commerce, Ford-Robertson Initiatives Toi Kai Rawa Māori Business Networks, Pakihi Māori, Māori employers Rūnanga, PSGEs Council of Trade Unions	Medium term	BOP organisations have increased capability, knowledge and tools to begin taking immediate action to adapt their workplaces and workforce to climate change impacts.	Transport Energy Construction and Infrastructure Agriculture / Farming Horticulture Forestry / Wood Processing Tourism
22	Facilitate climate adaptation and workforce resilience discussions between iwi, community and industry to identify actions they can take now; including education and employment-related actions e.g linking rangatahi to relevant tertiary courses, scholarships, internships, and work experience.	Enable and facilitate climate adaptation and workforce resilience discussions between Iwi, community, and industry to identify actions they can take now.	Iwi, Secondary schools, Waikato University, EDAs and Local Councils, Chambers of Commerce, Bay of Connections. Hapū, Kura, Wānanga,	Short term	Relationships will be established, gaps closed, and meaningful planning undertaken between current and future BOP climate change / adaptation leaders.	Transport Energy Construction and Infrastructure Agriculture / Farming Horticulture

#	TANGATA NIU TĪRENI ACTIONS	TĀNGATA AOTEAROA POTENTIAL AREAS OF FOCUS	STAKEHOLDERS AND PARTNERS	TIME SCALE	POTENTIAL OUTCOMES	SECTOR/ REGIONAL ALIGNMENT
22			Toi Kai Rawa, Iwi Rūnanga Māori Business Networks Council of Trade Unions			Forestry / Wood Processing Tourism
23	Undertake industry and region-specific scans to identify medium to long term circular economy opportunities in BOP, including finding ways to support initiatives where companies or communities are already adapting to the impacts of climate change and creating employment	Co-design with hapū and iwi, prioritising Tāngata o Aotearoa aspirations and actions to undertake industry and region-specific scans to identify medium to long term circular economy opportunities in BOP: Including finding ways to support initiatives where companies or communities are already adapting to the impacts of climate change & creating employment	Iwi, EDAs and Local Councils, Chambers of Commerce Bay of Connections Hapū Kura, Secondary schools, Wānanga, Waikato University, Toi Kai Rawa, Iwi Rūnanga Māori Business Networks	Medium term	The growth of successful or promising initiatives will be accelerated. These can then be promoted as exemplars to other employers and the wider community.	Transport Energy Construction and Infrastructure Agriculture / Farming Horticulture Forestry / Wood Processing Tourism
Enable workforce resilience across individual, community and industry layers by partnering with and coordinating between Iwi/hapū, industry groups, employers, and key government agencies						
24	Partner with iwi/hapū and Māori employers around their approaches to worker support and look for opportunities to improve Māori resilience. This may include supporting growth and scaling of their efforts.	Partner with Iwi/hapū and Māori employers around their approaches to worker support and look for opportunities to improve Māori resilience. This may include supporting growth and scaling of their efforts.	Iwi Partners and social service providers. Te Kāhui Mātauranga Manawa Tū Work for Life Centre Māori employers Council of Trade Unions	Short term	Māori workers see an increase in workforce resilience by being better equipped and confident to engage, participate and remain in employment.	Horticulture Forestry Aquaculture Tourism Manufacturing Construction
25	Co-ordinate between those who provide support to Māori workers in the community and the employers who recruit them to find ways to improve workforce resilience (e.g through sharing good employer models of pastoral care, transition planning and support for their workforce.	Coordinate between those who provide support to Māori workers in the community and the employers who recruit them to find ways to improve workforce resilience. Facilitate and enable co-design	Iwi partners and social service providers EDA's MSD TPK Māori employers and key sector employers ISK Eastern Bay of Plenty Workforce Action Group EMA Tourism BOP NZKGI Māori industry groups, whenua Māori owner reps, Te Kāhui Mātauranga Council of Trade Unions	Medium term	Employers in the BOP collaborate with their communities and grow their knowledge and understanding of how to support their Māori workers. Sharing of best practice across the region will strengthen support for workers and account for future disruptions improving workforce resilience.	Horticulture Forestry Aquaculture Tourism Manufacturing Construction
26	Engage with development of the Income Insurance Scheme to identify other components that could wrap around the scheme to produce a more complete system of support.	Ensure with iwi / Māori participate when engaging with the development of the Income Insurance Scheme to identify other components that could wrap around the scheme to produce a more complete system of support.	Responsible government agencies including: MBIE, ACC, TPK Hapū and iwi Rūnanga; Te Kāhui Mātauranga Council of Trade Unions	Long term	A robust system of support that is fit for purpose is more than just financial provision and is responsive to the broader range of needs of displaced workers.	All sectors



Timescale Key: Immediate: Within 6 months; Short Term: 6 - 18 months; Medium Term: 18 month – 3 years; Long Term, beyond 3 years.
All actions are BOP-wide, unless specifically noted below.

10. Monitoring of Actions

This framework is designed to provide the Group with the information they need to review and guide activity and monitor progress with Regional Workforce Plan implementation. The monitoring cycle includes high level updates at RSLG monthly meetings, quarterly strategic and focus area reviews (agreed through the Business Plan), and an annual report covering plan implementation.*

MONITORING/ FREQUENCY	RWP MONITORING LEVEL	MEANS OF VERIFICATION
Annual RWP report (Aligned to RLSG Business Plan programme)	Annual RWP implementation report (in line with Minister's LOE areas): <ol style="list-style-type: none"> 1. Work with key stakeholders across the region and sub-regions to identify patterns, trends and priorities for business and labour market development, including workforce development needs now and in the future 2. Identify and coordinate local actions that can address workforce development needs and improve employment and career opportunities for people in the region 3. Grow partnerships with iwi/Māori to understand and support their goals and aspirations to have a more confident, coordinated labour market view that supports Te Ao Māori and reflects the Government's commitment to Te Tiriti o Waitangi 4. Use insights to influence the decision-making of local employers, workers, councils, government agencies, Economic Development Agencies, learners and jobseekers through improved information provision and planning capability <i>(Minister's Letter of Expectations to RSLGs, 2021)</i>	Shared workforce and skills narrative/priorities <ul style="list-style-type: none"> • Survey of regional partners (iwi/Māori), stakeholders (industry, employers, local and central government), delivery partners to understand awareness, information, relevance, levels of engagement Progress on local action implementation <ul style="list-style-type: none"> • Shared initiatives including co-design, projects, colabs • Workforce and skills development metrics aligned to actions Approach and supporting partnership activity <ul style="list-style-type: none"> • Input from iwi/Māori including reflections on engagement • Includes updates on action aligned with Te Mahere Whai Mahi Māori (Māori Employment Action Plan) Influencing decision making <ul style="list-style-type: none"> • Monitoring of investment and programming decisions (regional and national) against RWP priorities and actions • Relevant metrics (potentially survey as above) for employers, workers, councils, government agencies, learners/providers and jobseekers
Quarterly Local Insight Reports	Quarterly monitoring of RWP thematic/priority areas (often chapters) <ul style="list-style-type: none"> • Monitoring of focus areas (industry, population, etc) at thematic and action level, as agreed through Business Plan programme 	RSLG members leading on strategic areas direct reporting form, working with MBIE Secretariat and wider regional delivery partners
Monthly At RLSG meetings	Monthly monitoring updates at RSLG meetings including <ul style="list-style-type: none"> • RSLG 'Business Plan on a Page' status report • Actions register updates <ul style="list-style-type: none"> • including RAG [Red, Amber, Green] status 	To be developed by co-chairs for groups with secretariate support i.e.: <ul style="list-style-type: none"> • 'Business Plan on a Page' status report (thematic/chapter level) • Actions register that provides a real time overview of RWP implementation (including priority level, status, partners etc.)

* Note that MBIE's RSLG national secretariat team will commission independent monitoring and evaluation of the national RSLG programme, in line with the Ministry's best practice requirements

11. Bay of Plenty Partners and Stakeholders

❖ Reflective of the emphasis on regional relationships, the Group explored many avenues to include voices from across the Bay in this workforce plan.

Photo: Love Taupo



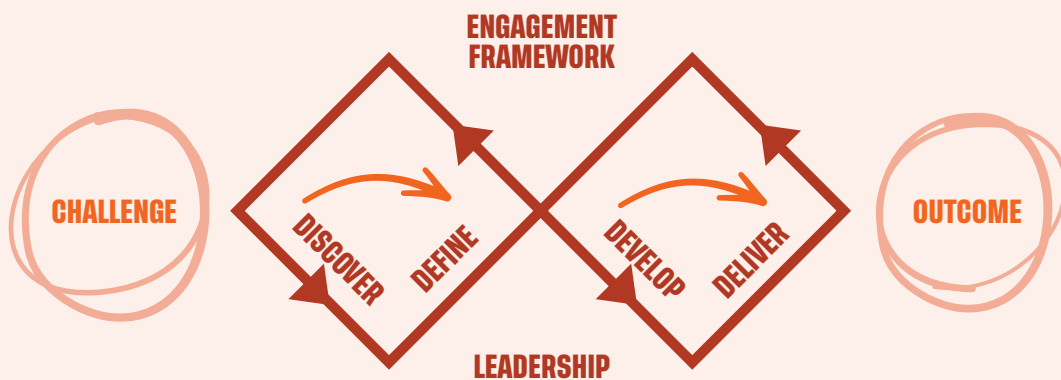
11. Bay of Plenty Partners & Stakeholders

Since coming together in September 2021, the Group organised and facilitated a series of workshops, issued surveys, and had numerous hui, kōrero and email correspondence with regional iwi and hapū, industry associations, Economic Development Agencies, local employers, education providers, youth training organisations and local and central government agencies.

The plan development and engagement activity followed the methodology of the 'Double Diamond' model.^[xxi] The Group followed the principles of co-design where possible, and structured multiple opportunities to seek both stakeholder input and verification through the aspiration and action development phases.

The Group actively sought to kōrero with Te Kāhui Mātauranga^[xii] at regular intervals through the plan development. These hui, facilitated by RSLG Co-Chair Turi Ngatai, allowed the Group an opportunity to socialise this mahi with a range of local iwi leaders throughout the Bay. Due to the pressures, constraints and challenges of the pandemic, the Group were not able to engage as richly as they had planned and hoped to do. The priority focus for the Group is to develop a formalised partnership approach with key stakeholders, such as Te Kāhui Mātauranga, to enable the Group to develop the Tangata o Aotearoa programme of work.

The Double Diamond Approach Was Applied To Each Aspiration



The priority focus for the Group is to develop a formalised partnership approach with key stakeholders, such as Te Kāhui Mātauranga, to enable the Group to develop the Tangata o Aotearoa programme of work.



01 DRAFT ASPIRATIONS OCT-NOV 2021

The RSLG drafted regional workforce aspirations as a group based on its collective knowledge and experience and then developed a stakeholder engagement strategy based on the double framework.

02 SURVEY & ONLINE COMMUNICATION DEC-JAN 2022

The first outward step along the journey was to share the draft aspirations with stakeholders via the groups member networks and through region wide survey.

03 ASPIRATION WORKSHOP FEB 2022

Following up our survey the group facilitated a zoom workshop designed to test our draft aspirations with stakeholders and gather initial feedback on some actions to sit alongside the aspirations. 65 attendees.

04 ACTIONS WORKSHOP MAR 2022

A second online workshop to showcase draft actions to regional stakeholders: designed to further carry forward the kōrero around actions, road-mapping of actions and partners with the help implemented actions. 45 attendees.

05 REPORTING BACK APR 2022

The group finished by sharing with all our stakeholders, the revised aspirations and actions that had flowed out of all the workshops, survey feedback and conversations and seeking final comment.

The RSLG also connected with a wide range of established pan-regional groups, including the Wairariki BOP Regional Leadership Group (with iwi, central and local government and NZ Police representation) and Connect BOP (a network of central and local government agencies focused on economic development). The Group undertook a range of place-based, sub-regional engagement with groups such as the Eastern Bay of Plenty Workforce Action Network, Taupō Workforce Support Network and the Bay of Plenty Workforce Support Network.

The group also acknowledges the six Workforce Development Councils/Ohu Mahi (WDC) which were established in October 2021 as part of the Reform of Vocational Education (RoVE).

Collaboration between RSLGs and WDCs is critical for enabling regional views and workforce needs to be reflected and considered in national standards and advice, as well as for facilitating partnership opportunities to support regional initiatives and actions alongside providers and other partners. The Group has strong connections with many of the WDCs as well as having members serving on some WDCs.

The Group intentionally went wide in its outreach to ensure that views and ideas from all sub-regions and sectors in the Bay of Plenty were included as part of the plan development, with documented engagement with over one hundred stakeholders, including:

- Iwi/hapū
- Māori businesses
- Māori regional leadership groups
- Industry associations/Peak Bodies
- Local Councils and EDAs
- Central Government agencies
- Unions
- Sector groups (Kiwifruit, Aquaculture, Agriculture, Tourism)
- Business representatives (Technology, Forestry, Horticulture, Agriculture, Aquaculture, Tourism, Manufacturing, Professional Services)
- Social services providers
- Climate change scientists
- Youth development/support organisations
- Schools and education providers

Where possible, the Group has reflected the views and ideas shared from stakeholders and has noted areas where more thinking and analysis is required to progress. As such, the Group acknowledges that not all stakeholders may see their feedback directly reflected in this first plan. These outstanding matters will be considered and reflected in future iterations of the Regional Workforce Plan.

12. Bay of Plenty Regional Skills Leadership Group

Co-Chairs

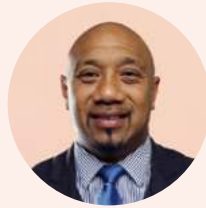


Turi Ngatai



Dr Chris Tooley

Regional Public Services Commissioner



Ezra Schuster

Members



Olivia Dhanjee



Karl Gradon



Louisa Jones



Rick Keehan



Renee Kiwi



Tamarapa Lloyd



Ana Morrison



Annie Murray



Mana Newton



Tane Philips



Greg Simmonds



Aubrey Wilkinson

13. Appendices

All appendices that support this report are accessed from:
<https://www.mbie.govt.nz/bay-of-plenty-rslg>



RSLG Foundational Documents:

1. Cabinet Paper establishing RSLGs
2. Letter of Expectations (from Minister Sepuloni to RSLG Co-Chairs)

Definitions:

1. Glossary of key terms
2. Definitions of technical terms
3. Glossary of acronyms

Supporting Information:

1. Regional Economic Profile (Infometrics)
2. Supporting material:
 - Bay of Plenty Interim Regional Skills Leadership Group summary report 2021
 - Education Counts 2020 Student Achievement
 - Bay of Plenty Region Summary

Useful links:

1. Bay of Plenty Regional Workforce Plan 2022: [mbie.govt.nz/bay-of-plenty-rwp](https://www.mbie.govt.nz/bay-of-plenty-rwp)
2. Bay of Plenty RSLG website: [mbie.govt.nz/bay-of-plenty-rslg](https://www.mbie.govt.nz/bay-of-plenty-rslg)
3. Regional Skills Leadership Groups website: [mbie.govt.nz/rslg](https://www.mbie.govt.nz/rslg) which contains links to:
 - Reform of Vocational Education
 - Workforce Development Councils
 - Immigration Rebalance
 - Industry Transformation Plans
 - Employment Strategy and Employment Action Plans



Endnotes

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