



# CANTERBURY REGIONAL WORKFORCE PLAN

July 2022



**Te Kāwanatanga  
o Aotearoa**  
New Zealand Government



Canterbury  
**REGIONAL SKILLS  
LEADERSHIP GROUPS.**



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# HE MIHI MIHI FROM THE CO-CHAIRS

Kei aku nui, kei aku rahi, tēnā koutou katoa i runga i ngā āhuatanga o te wā!

I runga anō i te mana o te RSLG, nō māua hoki te whiwhi ki te tuku atu i tenei Te Akunga Houhare Mahere ā-Rohe ki Waitaha.

Ko tā mātou kaupapa, he whakahihiko i ngā kōrero ā-rohe, me pēhea tā tātou o Waitaha nei tautoko, whakawhanake hoki i tō tātou akunga houhare – i naia tonu nei, ki tua hoki.

He mahere tēnei mā te rohe, nā te rohe tonu.

Tēnā koutou katoa

On behalf of the Waitaha Canterbury Regional Skills Leadership Group (RSLG), we are delighted to introduce the 2022 Canterbury Regional Workforce Plan.





## This is a plan for the region, by the region.

Our kaupapa is to stimulate a region-wide conversation on how Canterbury can work collectively to change the way we develop and support our workforce – now and in the future.

We as a region are changing. Our people are becoming increasingly diverse, and our kete of values, ideas and aspirations is growing each day. The future of work is also fast approaching. We are becoming increasingly urbanised and globally connected – and we are amid a technological, environmental, and cultural wave of change.

These changes require us to disrupt how we think about work and learning. But responding to disruption is nothing new to Cantabrians. We have shown time and time again that we have the character and strength to adapt, which gives us, as a Regional Skills Leadership Group, the confidence that this workforce conversation will mark the beginning of our journey towards a thriving labour market. One where every person, community, business and sector is enabled to thrive.

## Canterbury as a connected, coordinated labour market where everyone is enabled to thrive

This Regional Workforce Plan sets off by articulating a shared set of aspirations for our regional labour market – one that places people at the centre of everything that we do:

- We want to develop a workforce that has the right skills and capability to support Canterbury's current and future labour market demands.
- We want to see everyone have equitable access to the support needed to grow and navigate within the labour market in all stages of a working life.
- We want to support all of our workplaces to be worker-friendly, safe, and inclusive, and so that both employees and employers can thrive.

These aspirations sit on a foundation of Te Tiriti o Waitangi principles and have an emphasis on achieving equity for the groups of people that have traditionally struggled to get a fair chance in the workforce.

We will take this kaupapa and support our education, welfare and immigration agencies to be better connected through regional labour market planning and delivery, reflecting partnership, equity and Kaupapa Māori. Critical to achieving this will be the development of regional education, training and upskilling that is responsive to the needs of learners and employers at all stages. We also see significant scope to provide greater ease for businesses to employ New Zealanders with the skills required for current and future jobs.

## Our Partners and vision.

The process of developing this strategy has been one of partnership and collaboration. We are extremely grateful to the many colleagues from industry, the education and training sector, rangatahi, intermediaries, and enterprises who have participated in the development of our areas of focus.

We would like to express our gratitude to our fellow board members and secretariat, whose guidance was invaluable, and for their continued passion and energy throughout the entire process.

This Regional Workforce Plan provides the first iteration of 'what needs to change to fill job vacancies in the Canterbury region', highlighting key enablers and recommendations for how the RSLG can continue to work with government, industry and regional stakeholders, to enact change that delivers jobs and economic growth.

**Liz Brown**

**Ngāi Tahu/ Iwi Co-Chair**

**Karena Brown**

**Co-Chair**

# WHAKARAPOPOTONGA

## EXECUTIVE SUMMARY

The first Regional Workforce Plan (RWP) for Canterbury endeavours to provide strategic guidance across the region on labour market matters. It aims to identify areas of labour shortages, the skills needed for these jobs and the most effective ways to maximise the ability to meet these workforce needs, both regionally and nationally.

The RWP has been created by the Canterbury Regional Skills Leadership Group (RSLG) in consultation with stakeholders and partners such as industry, community groups, Unions/workers and government agencies. The RSLG is made up of iwi, community, business/industry, trade union and government representatives, and is supported by the Ministry of Business, Innovation and Employment (MBIE).

This first iteration of the RWP sets out our regional labour market context, and identifies three wider labour market aspirations and four initial focus areas. These aspirations and focus areas have in turn guided the creation of key actions that the group has recommended for progression within the region.

The three aspirations guiding the plan are:

1. The workforce has the right skills and capability to support Canterbury's current and future labour market demands.

2. There is equitable access to the support needed to grow and navigate within the labour market in all stages of a working life.
3. All workplaces are worker-friendly, safe, and inclusive, and support both employees and employers to thrive.

Alongside these aspirations, the group has identified four initial focus areas which they have researched and consulted widely on throughout the community to see how their aspirations can be applied to improve labour market outcomes in these areas. The four key focus areas in this first iteration are:

1. Rangatahi (demographic group)
2. Healthcare and Social Assistance
3. Digital Technology
4. Manufacturing

The plan identifies the key issues currently facing these four areas and suggests a number of recommendations and actions that the RSLG believes will lead to improved labour market outcomes for the region.

The actions require further detailed planning and implementation-design to identify the delivery partners, targeted activities, initiatives, and investments required to bring them to life. To be successful, this work will require a collective, regionally joined-up approach. The RSLG will support the coordination, activation and monitoring of these actions – but we will be looking to key stakeholders and partners across the region to lead the way in implementing them.

The RSLG also acknowledge that the issues and opportunities they are trying to address are vast, and that these initial focus areas and the subsequent action plan is not an exhaustive list. It is anticipated that in the future, as the Regional Workforce Plan evolves and matures, other key sectors and demographic groups will be examined. The RSLG looks forward to working with the region and its communities to understand what other issues and actions they can advance.

## HOROPAKI KI RSLG

# RSLG CONTEXT

In 2020, fifteen Regional Skills Leadership Groups (RSLGs) across New Zealand were created to identify and support better ways of meeting future skills and workforce needs in our regions and cities.

The groups are independent advisory groups and have 12-15 members, including two co-chairs. Members include regional leaders, iwi/Māori and trade union leaders, local government and economic development agencies, community groups, skills training institutions and central government representatives who contribute their knowledge, diverse perspectives and local expertise about their region's labour market. RSLGs are supported by regionally based teams of analysts, advisors and workforce specialists from the Ministry of Business, Innovation and Employment (MBIE).

As a part of the Review of Vocational Education (RoVE) reforms, RSLGs also work in conjunction with six different Workforce Development Councils (WDCs) that were established in October 2021. Each WDC is industry-specific and focuses on skills leadership, standard setting, quality assurance, advice, endorsement, brokerage and advocacy. Collaboration is at the heart of their mahi and they seek to partner with key agencies to deliver positive transformation through the vocational education system. To this end, they are a major partner of RSLGs for building and supporting regional labour market related initiatives and actions.

RSLGs are responsible for developing Regional Workforce Plans which will identify jobs that regions need or will be creating, the skills needed for these jobs and the most effective ways to maximise the ability to meet these workforce needs, both regionally and nationally. This will help create a joined-up, regionally-led approach to labour market planning which will provide a clear view on how, right across New Zealand, we can better meet the differing skills and workforce needs.

Key outcomes the RSLGs aim to achieve include:

- **A more coordinated labour market view that takes account of Te Tiriti o Waitangi principles, and equity for priority groups.**
- **Current and future workforce needs for our regions and cities are accessible and understood.**
- **Our education, welfare and immigration agencies are better connected through regional labour market planning and delivery, reflecting partnership, equity and Kaupapa Māori.**
- **Regional education, training and upskilling is responsive to the needs of learners and employers at all stages.**
- **Better availability for businesses to employ New Zealanders with the skills required for current and future jobs.**
- **All skills and labour market activities are connected and informed by the same data and evidence.**

# TŌ TĀTOU KŌRERO

## OUR STORY

**Ka titiro whakamuri ki te anga whakamua.**  
We must look to our past to guide our future.

### **Ka titiro whakamuri | Our Past**

The Waitaha Canterbury region is defined by its diverse landscapes and environments with braided rivers, open plains, coastal beaches, and the snow-capped mountains of the Southern Alps all within reach.

The area is the largest region in the country by geographic size and is home to Ōtautahi Christchurch - the biggest urban area in Te Waipounamu the South Island and a major gateway for tourists.

From its earliest days, the area has had a history as an abundant provider of natural resources and food and attracted Māori settlement from as early as the 10th century. Of these early Māori, it was Ngāi Tahu who came to populate most of the region, and showed those that followed, the resourcefulness and knowledge needed to adapt to the requirements of living in a southern environment. The strength of Ngāi Tahu was tested with the arrival of European settlers, the signing of Te Tiriti o Waitangi (the Treaty of Waitangi) and the subsequent quest for justice and redress that culminated in the Ngāi Tahu Settlement of 1998.





In more recent history the resilience of the inhabitants of Canterbury has been tested by a number of significant events that have shaped the character and landscape of the region. Major earthquakes in Christchurch in 2011, and Kaikōura in 2016, have tested the resourcefulness and resolve of residents and have challenged the region to 'build back better'. In some cases, the challenges posed by these events has been severe and the need to support the physical and mental health of this group of people continues to this day.

Canterbury has also faced economic challenges, terrorism and health shocks that have tested the region's ability to respond to crises. The effects of the 2008 Global Financial crisis, the 2019 Al Noor Mosque and Linwood Islamic Centre terrorism, and most recently the COVID-19 pandemic have all had significant impacts on the lives of people within the region. In meeting these challenges, Canterbury has built a resilience and community spirit that provides a strong foundation for the region, as it builds from its historical identity and onwards into the uncertainty of the future.

## I tēnei wā tonu | Now

In 2022 649,800 people, or 12.7 % of New Zealand's population, reside in Canterbury. Christchurch is the region's principal and most populous centre, and the country's second largest urban area. Defined by the diversity of its geography, demographics and local economies, the Canterbury region includes 11 different sub-regions: Kaikōura, Hurunui, Waimakariri, Christchurch City, Selwyn, Ashburton, Timaru, Mackenzie, Waimate, Waitaki and the Chatham Islands.

Canterbury has urbanised rapidly over the past decade. Urban population growth has been characterised by a predominance of families with young children and means that the majority of Canterbury's population is now urbanised. This is important, as the region feels the varied impacts of diverging sub-regional population growth trends with areas such as Selwyn and Waimakariri growing rapidly. In other areas, like in the region's

rural communities, we anticipate other impending pressures as large numbers of workers approach retirement age.

Recently, regional GDP per capita in Canterbury (as at 2020) was \$61,869, slightly below the national average of \$63,556. The region comprises 12.1% of New Zealand's GDP and over the last 10 years has had an annual average growth rate of 2.6% (which is the same as the national average).

Within the region, Canterbury has 307,500 filled jobs (as at February 2020). This employment is primarily located in Christchurch City (71%), followed by Selwyn and Waimakariri (11.3%) and then Canterbury's other sub-regions (17.7%).

Prior to the COVID-19 pandemic, the sectors contributing the most to Canterbury's employment numbers were Manufacturing, Health Care and Social Assistance, Retail Trade, Construction, and Education and Training. Canterbury also has a strong Agriculture, Forestry and Fishing industry with the regions outside of Christchurch City dominating employment in this sector.

Despite recent sharp rises in 2021, house values remain significantly more affordable compared to the New Zealand average. This means that Canterbury is able to have a mortgage proportion of income of 29.5% compared to a national average of 37.5% (as at 2021).

The biggest contributors to economic growth over the last 10 years by sector include: Professional Scientific and Technical Services, Construction, Retail Trade, Agriculture Forestry and Fishing, and Health Care and Social Assistance.

## Te Anamata | Our Future

Canterbury is emerging from its historical past and the challenges of the last 15 years as a stronger, more united and resilient region that is poised to continue to grow and develop. With more affordable housing, education centres of excellence, an outstanding natural environment, and growing industries, the region is well set up to continue attracting more people into it.

The challenge the Canterbury RSLG faces, is how to best enable this growth and create a labour market and skills training environment that will meet the diverse needs of the region both now and into the future.

This first iteration of the Canterbury RWP focuses on three key sectors (Digital Technology, Manufacturing, and Healthcare and Social Assistance) and one demographic group (Rangatahi). These areas have been analysed in consideration of their impact across the labour market and in all 11 of Canterbury RSLG's sub-regions. The plan's aspirations also acknowledge other labour market sectors and demographic groups, including the unique challenges facing refugees and recent migrants, and the older workers in our region. Future RWPs will look to build on this work and also examine other key sectors, such as Construction and Hospitality, as the group progresses their mahi.

This RWP highlights labour supply and demand trends for Canterbury and takes early steps to identify where change is needed in order to achieve a highly skilled and coordinated regional labour market. It will stimulate discussion on the future skills needs of our region and inform how we tackle some of the issues, challenges and opportunities that we face in realising our vision for the future of Canterbury's labour market.

# NGĀ WAWATA MŌ TE AKUNGA HOUHARE OUR WORKFORCE ASPIRATIONS

## Te Wawata | The Vision:

Kua tūhono, kua reretahi hoki te māketē hunga mahi o tō tatou rohe, kia puāwai ai tatou katoa

Canterbury has a connected, coordinated labour market where everyone is enabled to thrive



# ASPIRATION ONE:

## THE WORKFORCE HAS THE RIGHT SKILLS AND CAPABILITY TO SUPPORT CANTERBURY'S CURRENT AND FUTURE LABOUR MARKET DEMANDS

### Waitaha pūkenga rau, pūkenga manomano

*This aspiration focuses on capability uplift within the labour market, and the relationship between labour market needs and the education and training sector. It is about ensuring our region is prepared for future labour demand, and that key players within the system are aligned and connected.*

**Ahakoā ngā whiunga o te wā, e rite ana tatou ki te koke whakamua.**

**Despite what is thrown at us, we are prepared to move forward.**

Canterbury has a diverse, thriving economy – and it's set to grow. Having people in the region with the right skills for the right jobs is essential to this growth and will ensure that as a region we can be agile in responding quickly to labour market changes. This means we can take advantage of new opportunities as soon as they arise, adapt easily to the future of work, and be in the best possible position when unexpected social and economic shocks occur.

Being agile requires planning with a long term, strategic, people-focused outlook that works with business and employers. This planning will ensure emerging sectors have access to people with the right skills, experience and attributes to grow with confidence, and ensure the region can continue to build on our already strong, established industries.

To achieve our objectives, the education sector and industry will need to continue to build closer ties with each other to ensure they are better connected and informed of each other's needs. Closer alignment will ensure the qualifications and training programmes that our rangatahi and wider community take part in, will give them the skills they need to thrive in our region's businesses, now and into the future. It will also help ensure industry has realistic expectations of how to support the education sector and graduates.

This is particularly important considering the areas of vulnerability COVID-19 has highlighted within the region's labour market, particularly around shortages of required skilled workers across a wide variety of industries. Being able to adapt quickly has been paramount, and we want to make sure our people have the skills and support they need to be able to do this with confidence in the future.

Equally critical is how we adapt to advances in technology, because how we do business and work is already changing. This RWP focuses on meeting both current labour market demand as well as looking to the future so the region can support an agile and resilient workforce that will contribute to, and benefit from, a more highly skilled and productive regional economy.

When assessing this aspiration, this first iteration of the Canterbury Regional Workforce Plan (RWP) will take a view across all sectors of the region's economy, but will have a particular focus on the impacts to Healthcare and Social Assistance, Manufacturing and Digital Technology sectors and Rangatahi as a key labour market demographic.

# ASPIRATION TWO:

## THERE IS EQUITABLE ACCESS TO THE SUPPORT NEEDED TO GROW AND NAVIGATE WITHIN THE LABOUR MARKET IN ALL STAGES OF A WORKING LIFE.

### Waitaha tangata rau, tangata manomano

*This aspiration is about positive change for people within the workforce and those looking to enter it. It is about our region supporting people to thrive in the labour market, having equal visibility of all the career options available, and being able to easily access the support needed to navigate the labour market throughout their working lives.*

**He ara rau ki te kōmata o angitū, heoi he ara mā tēnā, mā tēnā o tatou.**

**There are multiple pathways to success, but each and every one of us has a pathway to pursue.**

**Kua huraina rāia ngā tairo.**

**All obstructions have been removed.**

To promote a more productive and diverse workforce, Canterbury needs to ensure that there are no barriers

holding people back from accessing the training and education opportunities they need to fully participate in the labour market – now and into the future. The region needs to have systems in place that give meaning to the idea that “where you live, should not limit or determine your career aspirations.” This means that rangatahi need to have the full visibility of all the career pathways and learning opportunities available to them, and that they have access to the support they need to take the next steps both before and after leaving school.

Equally, we need to ensure that employment and career development support and programmes are visible and easily accessible to all (including rangatahi, disabled people, Māori, Pacific peoples, older workers and job seekers, refugees, recent migrants, rainbow groups and ethnic communities) regardless of age or life stage so they thrive in the labour market.

This will require taking a system wide view where the values of oranga (livelihood, welfare, health, living) are at the forefront. We need to understand the barriers that are holding people back from entering and

achieving success in tertiary education (including vocational education) and employment. This will allow us to partner with providers, employers and communities to alleviate those barriers and promote initiatives that help people where it is needed most.

This first iteration of the Canterbury RWP will look at how the region can improve this support within the labour market, with a specific focus on initiatives that will improve outcomes for rangatahi and for all current and future employees in Canterbury’s Healthcare and Social Assistance, Manufacturing, and Digital Technology sectors.

In the longer term, this aspiration is about creating a fair labour market environment for all, and where those in need are connected up to programmes, mentorship and guidance so that equitable and sustainable labour market outcomes are achieved across the board.

# ASPIRATION THREE:

## ALL WORKPLACES ARE WORKER-FRIENDLY, SAFE, AND INCLUSIVE, AND SUPPORT BOTH EMPLOYEES AND EMPLOYERS TO THRIVE.

### **Waitaha pākihi haumako**

*This aspiration is about creating better work environments and building Canterbury's reputation as a region where people love to work. It seeks to create an environment where labour market challenges are reduced as the region attracts and retains a strong, engaged and diverse workforce.*

### **Kāore he wāhi i tua atu i Waitaha.**

### **There is no place better than Canterbury.**

To have a successful labour market in the future, Canterbury needs to embrace initiatives and programmes that promote worker wellbeing and welfare. It needs to ensure that the significant and wide-ranging benefits of initiatives that promote physical, mental, emotional, cultural and identity wellbeing are easily available and accessible to everyone.

To attain this, Canterbury will need to stay focused on the positive outcomes of ensuring all workers are able to

participate in decent work, with a fair and prosperous wage, in the right conditions for ongoing development. Success in this area will be when our workforce reflects the demographics of the region across all roles, in all workplaces.

Progress will need to be made to create an environment where workplaces are bullying and discrimination free and initiatives that enable better work/life balance (such as flexible working) are encouraged wherever possible. This is particularly true for those groups of workers who we already know are far more at risk of adverse labour market outcomes.

Achievement in this aspiration sees a future where workplaces thrive whilst also being safe and productive spaces for all employees, regardless of their individual differences.

No one action will get us there, but if we take incremental steps in the right direction, we can create positive labour market change where employees can reach their full potential. We will need to promote and support the different regional and national

programmes that we know create better workplaces, and show employers real life practical examples of how these initiatives benefit all involved.

This first iteration of the Canterbury RWP will seek to understand the changes and actions required to create a region where people thrive at work across all industries and sectors, whilst employers also prosper. It will seek to understand the challenges workers face in feeling safe, supported and included at work, and give meaning to the changes required to unleash their full labour market potential for both themselves and their employers.

# NGĀ ARONGA MATUA

## OUR AREAS OF FOCUS

To enact our aspirations and deepen our understanding of the challenges and opportunities involved in meeting them, we have chosen four initial focus areas, from which we have then identified several areas of commonality. Here's why we chose these focus areas:

- Rangatahi are the future of Canterbury and supporting them to unlock and achieve their full potential will have positive and long-lasting effects for the region.
- Digital technologies are vital for our future economy and productivity in the region. The sector is high value and a key enabler for numerous other sectors. Growing the sector will support a more productive, sustainable, inclusive and resilient Canterbury economy.
- The manufacturing sector literally helps keep food on the table and supplies us with the goods we use in our everyday lives. From food manufacturing and production to high-tech aero engineering, the manufacturing sector can help us meet the needs of today whilst innovating for the future.
- The health care and social assistance sector is fundamental to the health and wellbeing of the people of Canterbury. The services provided, and the quality and retention of those services, are critical to local communities and to the quality of life the people of Canterbury experience.

These four areas of focus have been analysed and tested with highly engaged stakeholders and partners which has enabled the RSLG to develop a set of actions that will move the region towards achieving our workforce aspirations. However, during the life of this Regional Workforce Plan, the RSLG will continue to include other key sectors and demographics. As our region evolves and matures, so will this RWP.



# TE WHAKARAPOPOTONGA O NGĀ TAKE Ā-ROHE

## SUMMARY OF CROSS-CUTTING ISSUES AND THE SIGNIFICANT IMPACT OF IMMIGRATION SETTINGS

The Canterbury labour market in 2022 is tight and there are a number of pressures on both the demand and supply of labour. In preparing this iteration of the RWP, our stakeholder engagement and data analysis has confirmed several overarching labour market challenges and issues that are common across a number of sectors and demographics in the region. If not addressed, these challenges may constrain economic growth, workforce development and worsen existing social issues. Identifying and acting to address these common issues will in turn help enable economic growth, improve labour market outcomes, and provide the tools our region and businesses need to expand and grow.

### Immigration settings

The most significant issue currently influencing the Canterbury labour market is the impact of migration settings. COVID-19 has highlighted the region's reliance on skilled migrants to meet labour demands, and exposed the vulnerabilities of many industries when border settings constrain this. Having heard these concerns consistently across the community, this has been a significant issue that the RSLG have discussed regularly.

Access to overseas talent has been a key part of Canterbury's success over the last decade with 50,000 visas in the 2010s helping the region to meet immediate business needs. With changes to the skilled migrant visa system, there are concerns that new pay-rate-based immigration settings will penalise Canterbury, where both wages and the cost of living are lower when compared nationally. This is of particular concern as the region is also facing the imminent workforce impacts of an ageing population, whilst also trying to provide the labour supply and skills Canterbury needs to recover from the difficult operating environment the pandemic and associated supply chain disruptions have caused.

### Cross cutting/region wide issues

Other key issues that have been identified across sector, business and employee levels include:

- Widespread labour and skills shortages are constraining businesses to deliver, grow and expand. Canterbury has had a workforce shortage since the workforce rebalanced after the 2011 earthquakes.
- Initiatives by industry and support agencies to improve skills and pathways for local workers are at, or near capacity, and there are indications that Canterbury is past full employment.
- The impact of an ageing workforce on labour supply and the disproportionate effect of shortages sub-regionally.
- The need to market Canterbury as an ideal place to live and work to attract skilled people to the region.
- Negative perception of certain industries and a lack of understanding of the career options and pathways within them.
- A need for better provision of careers advice and support in schools and in tertiary institutions.
- The need to address diversity and inclusion challenges in the workplaces. Greater inclusion of, and support for, diverse groups of workers such as rangatahi, women, disabled people, Māori, Pacific peoples, older workers, job seekers, refugees, recent migrants and ethnic communities and the rainbow community (particularly the low proportion of women, Māori, and Pacific Peoples within some industries).
- The need for greater collaboration between training providers and industry to improve the quality, supply and accessibility of education and training pathways.

# RANGATAHI

## Horopaki | Situation

Canterbury's rangatahi (youth aged 15-24) are the future of the region's labour market and economy. Supporting rangatahi to take charge of their journey through life, education and employment is crucial to enabling them to grow and develop. They are at the forefront of a changing world. We need to empower them to confidently share their ideas, values, and aspirations so we can listen and learn how to best shape the future structures of work and life in the region.

We have identified that some of our rangatahi face additional challenges to success that mean the pathways to fulfilling meaningful employment are not as straightforward. Rangatahi are also redefining what 'meaningful' employment looks like for them, with a greater emphasis on roles that ignite their passions and interests, and where there are ongoing opportunities for learning and development.

There are economic and social benefits when rangatahi can participate fully in paid employment and make the most of their abilities and potential. In contrast, there are also significant economic and social costs when rangatahi experience long-term unemployment, underemployment and disenfranchisement.



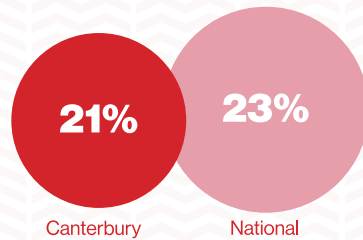


# RANGATAHI



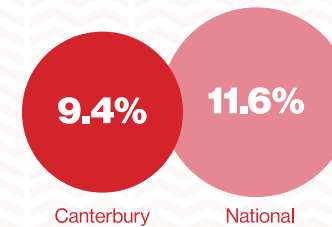
In Canterbury, Rangatahi make up 12.5% (or 81,440 people) of the Canterbury population (2021). Amongst this group we know that:

## EXCLUDED OR DISADVANTAGED RATE



Canterbury has an excluded or disadvantaged rate of 21% (21,258 people) compared to 23% nationally (as at 2020). Whilst this number is below the national average there will still be significant benefits if it can be reduced further.

## NOT IN EMPLOYMENT EDUCATION OR TRAINING RATE



Canterbury has a Not in Employment Education or Training rate (NEET) that is typically below the national average (9.4% vs 11.6% as at December 2021). This is a positive sign but still also indicates a large number of youth for whom we can help improve outcomes.



## MĀORI YOUTH

Māori youth are especially disadvantaged and have higher rates of exclusion and lower rates of education achievement.



## NCEA ACHIEVEMENT

At all levels of NCEA achievement, Canterbury was slightly above the national average (as at 2020). However, there are significant differences in achievement levels by sub region, ethnicity and gender.

## Ngā Taero | Complications

There have been significant social, environmental, and economic changes over the last 20 years, resulting in roles, career pathways and ways of working that are unprecedented. For many of our rangatahi, entry into the labour market and workforce stability is very different to what their parents' generation faced.

A snapshot of some of the key trends that are particularly relevant to our rangatahi entering the workforce can be found in the MBIE and MSD sponsored report *The Attitude Gap Challenge*. This paper identified several international and national trends that impact future prospects of rangatahi transitioning from education into the workforce. The table below identifies some of these key issues and their impact:

Trend	Impact
Increasing numbers of casual jobs	Growth in casual contracts and part-time work mean many rangatahi are in entry-level jobs, or in jobs for a short period of time.
A decrease in job quality	The jobs available to rangatahi may not give them promotion or development opportunities.
Many jobs across a lifetime rather than one	It is likely rangatahi may experience up to three job roles in their career.
Getting a job from school is a process needing significant support	Transition to employment now takes longer and there may be obstacles to overcome (e.g., needing a driver licence).
Both qualifications and soft skills are needed to get a job	Employers are looking for 'soft skills' from the start. (e.g., communication skills, being motivated and teamwork). Young people struggle to identify soft skills and to signal these to employers.
Hard to get a job at entry-level with no experience	Rangatahi often find it hard to get any kind of experience before looking for work.
Global workforce	Immigration and the low-cost of travel make a global workforce available to employers, so our rangatahi are competing with a wider talent-pool.
Automation is disrupting many jobs	Many entry-level jobs are gone; and other roles require new skills
People are working longer	The population is ageing, and people are retiring later. Later retirement can include employers retraining an older person to do lower-level jobs instead of hiring and training rangatahi for these jobs.
Tertiary qualifications are expected by some employers	Access to tertiary education can have financial barriers leaving some rangatahi unable to participate and therefore miss out on pursuing their career aspirations.

To help address some of the major issues addressed in the table, ensuring rangatahi receive the best possible career development support is a key ambition of the Canterbury RSLG. Generally career development provision is not well understood and therefore not given the mana in schools and in the community that it needs in order to make a difference. Rangatahi themselves see career development as a holistic process, beginning in primary school, where career pathways evolve from interests and passions and are not limited to traditional or existing options. The career development kete also needs to be broadened to include, for example, support for sound NCEA subject choices, 'life skills' like financial literacy and employee rights, and building 'living' CVs that capture ongoing skill and capability development.

Inconsistent access to effective career development programmes and provision is causing increased inequality and a lack of equity within the region, and is one more factor impacting the wellbeing of our rangatahi, who have faced many unique and significant events over the last decade. This has also highlighted the need for ongoing and improved access to mental health services. With the current staffing pressures and long wait times for mental health services for our youth, there is concern that opportunities for positive early interventions are being lost.

We are also missing opportunities to engage directly with rangatahi to help shape the way we do work and business in the region. Board and advisory representation is often missing a youth perspective. If we can give confidence to rangatahi to amplify their voice, ideas and aspirations in the workplace, we will support more intergenerational empathy and understanding which will benefit everyone.

## Whakapae | Summation

Canterbury's rangatahi are an important group who will have a significant and ongoing impact on the success of the region's labour market. Empowering and supporting them to navigate challenges and opportunities as they enter the labour market will have immediate and long-lasting positive impacts. Likewise, supporting them with a platform to elevate their ideas and aspirations for the region, will enable businesses to better understand how to adapt to the future of work. The Canterbury RSLG highlights some key issues and actions for rangatahi below:

## Ngā Take | Issues

- Young people need equitable access to career support and guidance in schools. Career education and guidance needs to start early, be delivered often, and be integrated into student learning.
- Earlier interventions are required to support those most at risk of leaving the education and training system without the skills they need.
- There is a need to address the lack of accessibility and high wait times for mental health services (particularly at the mild to moderate end) for rangatahi.
- There are disparate NCEA achievement rates in Canterbury with lower achievement areas seen by subregion, ethnicity, and gender.
- Some workplaces and sectors are not seen as safe spaces, where people of different backgrounds are welcomed and included. Workplaces may be culturally unresponsive for rangatahi, and particularly for Māori, Pacific peoples, ethnic minorities, takatāpui (rainbow communities), and tāngata whaikaha (disabled) rangatahi.
- Rangatahi are often missing from board and advisory positions, creating a significant gap in perspective when business and workforce planning decisions are made.
- Barriers around transport options (licensing and access to transport) and the recruitment process are keeping some youth out of the workforce.
- Legal frameworks do not wholly support the issues rangatahi are facing, meaning escalating issues like mental health or bullying in the workplace is difficult.
- The labour market doesn't respond to the needs and aspirations (e.g., climate change and cultural responsiveness) of rangatahi, leading to a lack of passion to participate.

## Ngā Mahi | Actions *(Full details in actions table P.34)*

### Cross cutting actions on:

Training pathways - Facilitate the development and uptake of new training pathways that provide ways of recognising prior learning, upskill new or returning staff and support meeting immediate training needs in a cost-effective way.

Up-to-date training - Facilitate closer connections between training providers and industry to ensure training courses are up-to-date, use relevant tools and methods, build current worker capability, and develop work-ready graduates.

Best practice workplaces - Research and map best practices that foster supportive workplace environments and a positive culture among staff, where diversity and safety in the workforce is valued.

### Area-specific actions:

Career development support - Ensure the RSLG has a strong overview of regional programmes and initiatives that promote the improvement of career development support of our rangatahi, and recommend to government and provider initiatives to:

- Facilitate the increased visibility, access and consistency to a range of career and education pathways.
- Assist in connecting community and whānau to career support schemes.
- Support and promote the mahi of CATE and CDANZ.
- Support ongoing career development support for rangatahi after leaving high school.

NCEA achievement variance - Procure data to understand differences in NCEA achievement (by subregion, gender and ethnicity) within Canterbury, and what barriers might be influencing this.

Support Māori rangatahi - Support and explore ways to identify and engage with Māori rangatahi who are not in employment, education or training and connect them with support services (Te Whai Mahi Māori). Ensure iwi, hapū and urban Māori authorities are included in the design and implementation of career guidance and assistance initiatives so Māori can receive appropriate, responsive and tailored career development support.

Rangatahi voice - Provide a forum for the voice of rangatahi to contribute to career, workplace and workforce redesign conversations to help build workplace environments where they feel included, supported and safe.

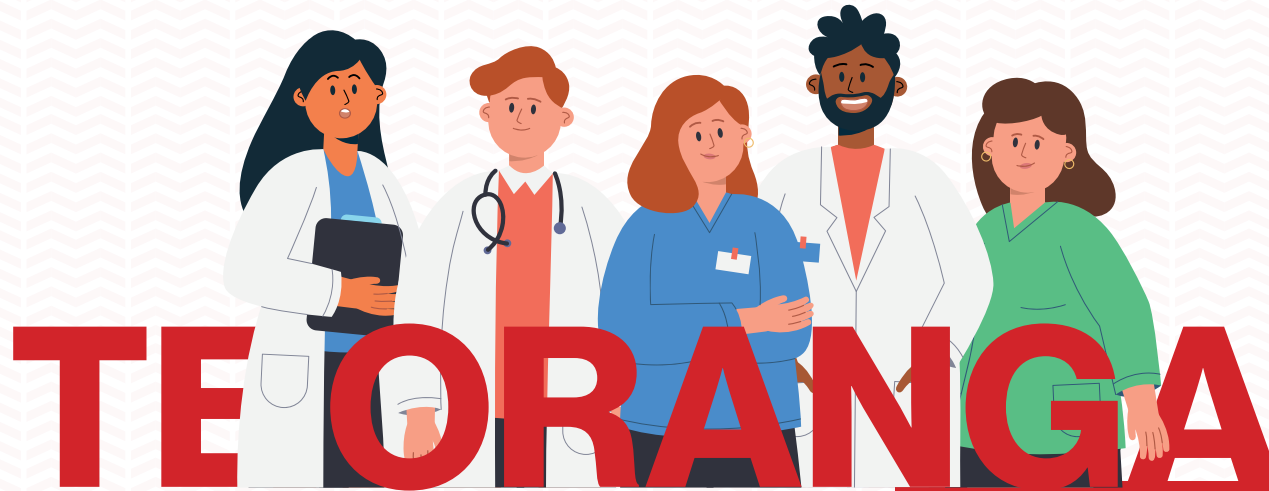
# TE ORANGA HEALTH CARE AND SOCIAL ASSISTANCE

## Horopaki | Situation

The Health Care and Social Assistance sector is a fundamental service all Cantabrians rely on for their physical and mental wellbeing. It is also a sector that is experiencing ongoing pressure to meet increasing demand and expectation within the population. Demographic shifts in age profile, ethnicity and geographic spread are changing the way we need to think about the provision of healthcare services.

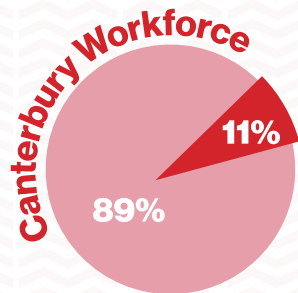
Nationally we are seeing a move to provide better and more equitable health outcomes for all New Zealanders and to move the balance from treating illness to more of a holistic focus on an individual's health and wellbeing. We know that within New Zealand there are significant differences in the health outcomes experienced by different demographic groups and the challenge to address this for everyone is clear.





# TEORANGA

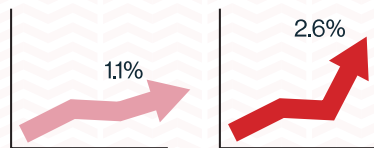
In Canterbury the Health Care and Social Assistance sector is both a major employer in the region and is also one of the key services that people look for when considering migrating into the region.



The sector employs nearly 11% of the Canterbury workforce and provides 36,125 jobs (as at 2021)



We know that this growth is going to continue and is forecast to increase to around 40,705 jobs by 2027. This expansion will be driven by both growth in the population and an ageing demographic within that population.



The sector is also rapidly growing and over the past five years to 2021 grew at an average rate of 2.6% pa, compared to 1.1% pa average growth rate in employment across Canterbury as a whole.

Within the Health Care and Social Assistance sector, the Canterbury RSLG has had a particular focus on mental health as a priority area. This is because, like the rest of the country, Canterbury has a growing demand for mental health services and there are significant shortages in specialised staff. This has led to increased wait times for those who need to seek specialist help and has particularly impacted the ability of those with mild to moderate issues to receive the help they need in a timely manner.

Given the life changing events Canterbury has faced in the last 15 years (Christchurch and Kaikoura earthquakes, terrorism and most recently the COVID-19 pandemic) access to mental health support is a particular concern and priority for the wellbeing of Canterbury's people – particularly its rangatahi. This is evidenced in more rapid growth and acuity of those being provided with specialist care.

## Ngā Taero | Complications

Attracting, retaining, and developing a strong health care and social assistance workforce is one of the biggest challenges facing the sector. There are already widespread global labour shortages, and this has been thrown into stark relief by the COVID-19 pandemic and the impact of this on New Zealand's immigration and border settings.

Whilst skills and labour shortages are endemic across all aspects of the health care and social assistance sector, the Canterbury RSLG has decided to take a particular focus on issues and actions for the mental health sector in the region. This sector has been under a national media spotlight in recent years and is an acknowledged area of significant concern in need of support. However, focusing on initiatives in this space

is expected to highlight several common, crossover solutions that can also be applied to other areas within the wider health care and social assistance sector.

Providing the level of mental health services to meet the demand is a significant challenge in Canterbury. From an employee perspective we know that workload demands can create understaffing issues, with high workload and employee stress being reported. We also know uneven pay rates and the lack of progression pathways for some staff create attraction and retention issues.

From an employer perspective we are seeing the difficulties providers face in keeping up with demand for their services, particularly with increasingly higher levels of care and complexity required. There are funding gaps and pressures they must work within, and the risk of burn out and the associated impact of that on workers is high. Reports indicate that staff in the mental health sector are up to four times more likely to be required to work overtime compared to the broader health care workforce.

From a systems perspective we need to focus on improving the wider health workforce training system to ensure it is better coordinated. We need to increase the numbers of rangatahi we train, and focus on initiatives that will help lift course completions and skills development. To enable this, we need to identify training pathways that focus on future delivery models which rely on a mix of specialist and generalist roles working together to deliver the necessary outcomes. The Canterbury RSLG has highlighted some key issues and actions for this sector:

## Ngā Take | Issues

- There is a shortage, both regionally and nationally, of qualified and specialised staff (especially in mental health) that have the skills to match the population's needs.
- We need to grow the domestic pipeline and increase the rate we train new skilled mental health staff.
- Traditional student placement models are under pressure and struggle to keep up with demand. There is a need for more skilled and experienced staff to train/mentor new people.
- Staff shortages are leading to increased workplace pressures and higher levels of stress and burnout.
- There are concerns around the lack of cultural competence in the sector. Some services (especially hospital services) can be alienating and culturally unsafe environments to work in, particularly for Māori, Pacific peoples, ethnic minorities, rainbow communities, and the deaf and hard of hearing.

## Ngā Mahi | Actions *(Full details in actions table P.35)*

### **Cross cutting actions on:**

Migration settings - Promote migration settings that enable Canterbury to recruit the skilled and experienced international workforce that they need (that cannot be found nationally) to thrive.

Promote Canterbury - Support industry-led campaigns to attract more workers across key priority sectors to Canterbury as an ideal destination to live and work – both from within New Zealand and overseas.

Workplace diversity - Support programmes that aim to improve diversity in under-represented workforce sectors. In particular this includes groups such as women, Māori, Pacific peoples and the neuro diverse.

Training pathways - Facilitate the development and uptake of new training pathways that provide ways of recognising prior learning, upskill new or returning staff and support meeting immediate training needs in a cost-effective way.

Up-to-date training - Facilitate closer connections between training providers and industry to ensure training courses are up-to-date, use relevant tools and methods, build current worker capability, and develop work-ready graduates.

Best practice workplaces - Research and map best practices that foster supportive workplace environments and a positive culture among staff, where diversity and safety in the workforce is valued.

Sector perceptions - Work with sectors and industries to educate and change outdated perceptions of the focus sectors, promote why they could be a good choice, and the diversity and range of opportunities available in them.

### **Area-specific actions:**

Map mental health system - Co-ordinate the mapping of the mental health workforce eco-system to understand labour market barriers and enablers in the sector.

Rangatahi mental health - Support the development of an holistic mental health plan for rangatahi, encompassing principles like Te Whare Tapa Wha.

Health and disability system review - Promote benefits of the Health and Disability System Review – Final Report – Pūrongo Whakamutunga, March 2020 – particularly with regard to initiatives that will improve services within the mental health sector.



# NGĀ HANGARAU MATIHIKO

# DIGITAL TECHNOLOGIES

## Horopaki | Situation

Digital technologies are vital for our future economy and productivity. The digital technology (tech) sector is high value and a key enabler and productivity enhancer for many other sectors. Growing the sector will support a more productive, sustainable, inclusive and resilient Canterbury economy. Growth in this sector is high across New Zealand. Nationally there are more than 20,000 tech firms, most of them small businesses. These firms employ over 114,000 people and have an average wage that is significantly higher than the national average.

Canterbury has one of the largest tech environments in the country with the tech sector contributing \$2.4 billion worth of GDP and over 15,000 jobs. This is made up of several different software, services, electronics, high-value manufacturing, health-tech, aero-tech and agri-tech businesses – from small start-ups to global multi-nationals. This sector is not like other areas of the labour market economy as it is not restrained by an industrial base and geography. Products in the sector are often 'weightless', in the sense that output can often be scaled up without the use of additional natural resources.

There are numerous examples of Canterbury tech firms succeeding on the international stage, and the flow-on effects of that success are significant. Current job data shows employment in the sector is trending upward, and at a rate faster than the national average. Compound annual employment growth from 2015-2020 was 4.5% – well above the national average of 2.4% over this period.

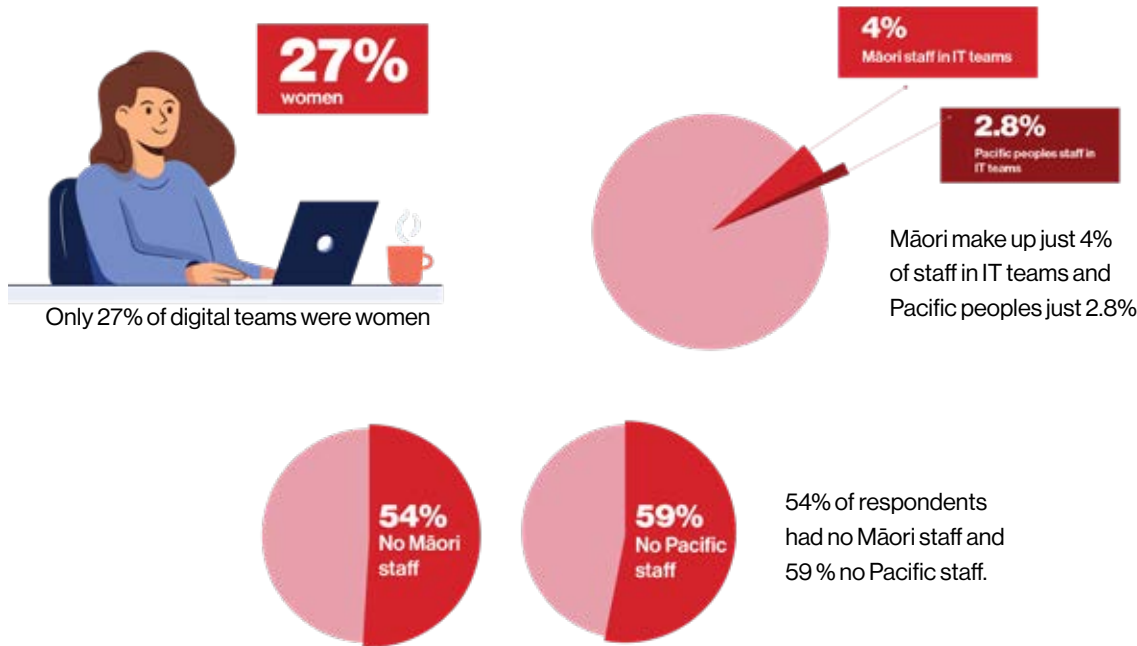




## Ngā Taero | Complications

Attracting, retaining, and developing an appropriately skilled and experienced tech workforce is a significant issue, not only within Canterbury, but also nationally and globally. It has become clear that there is a need to develop both a stronger domestic talent pipeline whilst also supporting immigration settings that allow specialised overseas talent to support the current and future needs of this sector. These workforce challenges have only been further emphasised by the changes to immigration and border settings in recent years, brought on by the COVID-19 pandemic. Recent industry feedback has made it clear that the biggest barrier to growth and success across numerous parts of the industry, is their ability to attract and retain the suitably skilled staff that they need.

The sector also has clear diversity and inclusion challenges, particularly evident when considering the numbers of women and Māori and Pacific peoples within the industry. A recently completed 2021 Digital Skills Survey showed that:



## Whakapae | Summation

With significant growth anticipated and high levels of competition for talent expected to continue into the future, Canterbury must position itself to make the most of the opportunities the tech sector presents. The region needs to focus on attracting a more diverse workforce and provide accessible pathways into the industry. It must take a joined-up approach that addresses short term business needs, whilst also developing pathways and pipelines into and across an industry that is more welcoming of diverse backgrounds. The Canterbury RSLG highlights some key issues and actions for this sector.

## Ngā Take | Issues

- There is a shortage regionally and nationally of qualified and specialised staff that have the skills to match industry/business needs.
- Immigration settings need to enable highly skilled and specialised positions that cannot currently be filled in New Zealand, to be sourced from overseas.
- The sector has diversity and inclusion challenges, particularly evident among the low proportion of women, Māori, and Pacific peoples within the industry.
- University and other training courses need to be more agile to adapt their training to include modern technologies and methods.
- There is a lack of visibility of the career options and pathways available in the technology sector for rangatahi and those with transferable skills within the workforce.

## Ngā Mahi | Actions *(Full details in actions table P.35)*

### Cross cutting actions on:

Migration settings - Promote migration settings that enable Canterbury to recruit the skilled and experienced international workforce that they need (that cannot be found nationally) to thrive.

Promote Canterbury - Support industry-led campaigns to attract more workers across key priority sectors to Canterbury as an ideal destination to live and work – both from within New Zealand and overseas.

Workplace diversity - Support programmes that aim to improve diversity in under-represented workforce sectors. In particular this includes groups such as women, Māori, Pacific peoples and the neuro diverse.

Training pathways - Facilitate the development and uptake of new training pathways that provide ways of recognising prior learning, upskill new or returning staff and support meeting immediate training needs in a cost-effective way.

Up-to-date training - Facilitate closer connections between training providers and industry to ensure training courses are up-to-date, use relevant tools and methods, build current worker capability, and develop work-ready graduates.

Best practice workplaces - Research and map best practices that foster supportive workplace environments and a positive culture among staff, where diversity and safety in the workforce is valued.

Sector perceptions - Work with sectors and industries to educate and change outdated perceptions of the focus sectors, promote why they could be a good choice, and the diversity and range of opportunities available in them.

### Area-specific actions:

Digital Technology workforce diversity - Support and align programmes that look to specifically increase diversity in the advanced digital workforce. Specifically with the neuro diverse community.

Digital Technology perceptions - Support a sector-wide approach to specifically changing the perception of working in advanced digital, promoting the sector's diversity, flexible work options and wide range of opportunities.



# WHAKANAO

# MANUFACTURING

## Horopaki | Situation

The manufacturing sector is a vital part of the Canterbury labour market. As an industry it has a wide reach - it is the process that changes raw materials, substances and components into new products and includes almost everything we eat, wear or touch.

The sector is a significant investor in research and development and fosters innovations that make us more productive and competitive internationally. It is one of the main ways that we add value to our products and – like the digital technologies sector – it is an important enabler for other sections in the economy. It provides components, products and packaging for other key industries, and is a critical part of the drive to move New Zealand towards an economic transition beyond commodities to value-add exports. Manufacturing is also a key contributor to the regional economies of New Zealand.



# WHAKANAO



Growth within the Canterbury manufacturing sector has fluctuated over the last 20 years with the number of staff employed now, similar to the number employed in the year 2000. This has been both a challenge and an opportunity, and can largely be attributed to the changing nature of the manufacturing sector, plus the impact of technological advances and globalisation of the manufacturing workforce in Canterbury. Whilst a lot of Canterbury's manufacturing is centred in Christchurch, the Timaru District has New Zealand's widest variety of food processors and manufacturers in one geographically-closed location, accompanied by one of the lowest unemployment rates.



**11.8% (2020)**  
The largest employment sector in the region

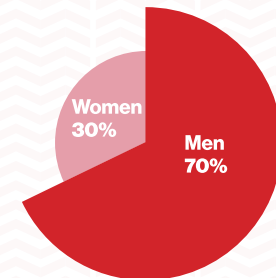
## MANUFACTURING SECTORS

Canterbury has one of the largest manufacturing sectors in the country and it's the largest employment sector in the region at 11.8% (2020). It employs over 36,000 people and in 2021, contributed \$3889 million towards Canterbury's GDP.



## EMPLOYMENT

Most workers are employed full-time.



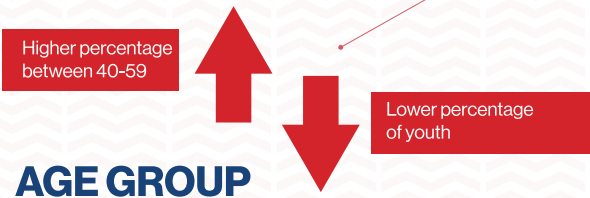
## PROPORTION OF THE WORKFORCE

Men make up a significant proportion of the workforce (steady at near 70% over the last 20 years).



## SKILLS

The industry has a higher proportion of low and medium skilled workers.



## AGE GROUP

There is a lower percentage of youth and a higher proportion of workers between 40-59.

Canterbury has a long history of innovation and success in the manufacturing sector and it is home to some long-established, as well as some new and emerging, nationally and internationally successful businesses. It's the biggest industry in the region by employment, and is predicted to grow at a faster rate than the rest of the economy. This provides the region with a significant opportunity to build a more productive, prosperous and resilient regional workforce that will be well placed to take advantage of emerging opportunities and demands, both at home and overseas.

## Ngā Taero | Complications

The manufacturing industry has undergone significant change over the past couple of decades, with advances in technology, competition from overseas and increased automation reducing employment options in some traditional parts of the manufacturing sector, whilst driving growth in others.

Attracting, retaining and developing an appropriately skilled workforce to meet business needs has been an ongoing challenge that is impacting manufacturing businesses across Canterbury. There has been a long-standing need to improve the way New Zealanders view and understand manufacturing and the workforce it requires. We also need to get better at developing and training skilled talent locally, whilst still having access to specialist skills from overseas. These issues have only been emphasised and deepened by changes to immigration and the border settings in recent years, brought about by the COVID-19 pandemic.

Current labour shortages and rising businesses costs have been exacerbated by recent widespread supply chain difficulties that have increased export and import costs, and significantly disrupted business scheduling and the reliability of logistics planning. During stakeholder engagement for this sector, there were widespread

accounts of businesses unable to complete or take on additional orders as materials and skilled labour became more and more scarce. Minimising situations like this will clearly only provide positive impacts for the Canterbury economy as a whole.

These challenges are set against a backdrop of several industry-wide developments that continue to impact the sector. The Manufacturing Report 2018 – Beyond Commodities: Manufacturing into the Future - identifies challenges and evolving themes around:

- Challenges of competing on scale and price from New Zealand.
- Need for continued and ongoing research and development spend.
- Increases in digitisation and automation (placing challenges on existing workforce to upskill).
- High demand for skilled tradespeople with technical expertise.
- Sustainability considerations are a growing customer expectation.
- Services increasingly integrating with manufacturing.

## Whakapae | Summation

With ongoing structural changes within manufacturing, the need for Canterbury to focus on solving challenges and grasping opportunities in the manufacturing sector is clear.

There needs to be an industry-wide, coordinated and connected drive to attract and retain a more diverse and highly skilled workforce, and provide more pathways into and across the industry. We must promote solutions that alleviate urgent business needs now, whilst also encouraging longer term solutions that will create an environment where more workers are attracted towards and welcomed into a future in manufacturing. The Canterbury RSLG highlights some key issues and actions for the manufacturing sector.

## Ngā Take | Issues

- There is a shortage regionally and nationally of highly qualified and specialised staff that have the skills to match the needs of industry/business.
- Immigration settings need to enable highly skilled and specialised people, that cannot currently be found in New Zealand, to be sourced from overseas.
- There is a lack of visibility and good marketing of the career options and pathways available in manufacturing for rangatahi and others with transferable skills within the wider workforce.
- The sector has diversity and inclusion challenges, particularly evident among the low proportion of women within the industry.
- University and other training courses need to be more agile to adapt their training to include modern technologies, new methods and work placements.

## Ngā Mahi | Actions *(Full details in actions table P.36)*

### **Cross cutting actions on:**

Migration settings - Promote migration settings that enable Canterbury to recruit the skilled and experienced international workforce that they need (that cannot be found nationally) to thrive.

Promote Canterbury - Support industry-led campaigns to attract more workers across key priority sectors to Canterbury as an ideal destination to live and work – both from within New Zealand and overseas.

Workplace diversity - Support programmes that aim to improve diversity in under-represented workforce sectors. In particular this includes groups such as women, Māori, Pacific peoples and the neuro diverse.

Training pathways - Facilitate the development and uptake of new training pathways that provide ways of recognising prior learning, upskill new or returning staff and support meeting immediate training needs in a cost-effective way.

Up-to-date training - Facilitate closer connections between training providers and industry to ensure training courses are up-to-date, use relevant tools and methods, build current worker capability, and develop work-ready graduates.

Best practice workplaces - Research and map best practices that foster supportive workplace environments and a positive culture among staff, where diversity and safety in the workforce is valued.

Sector perceptions - Work with sectors and industries to educate and change outdated perceptions of the focus sectors, promote why they could be a good choice, and the diversity and range of opportunities available in them.

### **Area-specific actions:**

Manufacturing workforce diversity - Support programmes that look to specifically increase diversity in the manufacturing workforce. In particular groups such as women, Māori and Pacific peoples. Develop positive case studies that showcase the success of Māori rangatahi, workers, employers and business owners in manufacturing.

Manufacturing productivity and innovation - Facilitate the mapping of existing vocational and tertiary learning modules for the sector and their uptake. Assist in the exploration of new learning and upskilling opportunities for the sector. Using new training paths, delivery methods and increasing access for more current and future employees. Business development and capability building is enhanced, and leaders are encouraged to explore more innovation and investment.





## HEI MAHI

# SUMMARY OF ACTIONS

Our role as a Regional Skills Leadership Group is to develop a single, unified voice on our region's labour market aspirations and to stimulate action in the region to help us reach them.

In this first iteration of this Canterbury Regional Workforce Plan we have analysed Canterbury's key workforce challenges and opportunities, with a focus on Rangatahi, Healthcare and Social Assistance, Digital Technologies, and Manufacturing. The actions we have subsequently identified have been developed following extensive stakeholder engagement and feedback on this analysis. The actions deliver on the aspirations and vision of the RSLG and we are confident that they will support the region to achieve steps in improving labour market outcomes - together.

The actions below are structured in two ways:

1. We have grouped some actions in cross cutting themes where the overarching challenges and opportunities are consistent across multiple focus areas. However, we recognise that each focus area will have a unique take on these themes and will require targeted activities and implementation design to progress properly.
2. We have also outlined key actions that relate specifically to each of our initial focus areas. These recognise that some fundamental challenges and opportunities are unique to certain sectors and population groups.

These actions require further detailed planning and implementation design to identify the delivery partners, targeted activities, initiatives, and investment required to bring them to life. To be successful, this will require a collective, regionally joined-up approach. As an RSLG, we will support the coordination, activation and monitoring of these actions – but we will be looking to key stakeholders and partners across the region to lead the way in implementing many of them.

The following actions will be the core focus of the Canterbury RSLG for at least the next 6 -12 months and will form the basis of the Regional Workforce Plan update in 2023.

## RWP PRIORITY ACTION SUMMARY

Area of focus	Regional actions and activities	Timeframe	Expected outcomes	Key stakeholders and partners	A1: Capability uplift	A2: Workforce access	A3: Workplace change
Cross cutting action (1)	<b>Migration settings</b> Promote migration settings that enable Canterbury to recruit the skilled and experienced international workforce that they need (that cannot be found nationally) to thrive.	Short - Long	Better and more reliable access to skilled overseas workers in Tech, Healthcare and Manufacturing.  Sectors have more surety on labour supply and are able to plan and invest accordingly. International students play a part in strategic future labour market opportunities.	<ul style="list-style-type: none"> <li>• EDAs / Councils</li> <li>• WDCs</li> <li>• Employers</li> <li>• Iwi</li> <li>• Education providers</li> <li>• Government agencies</li> </ul>	✓		
Cross cutting action (2)	<b>Promote Canterbury</b> Support industry-led campaigns to attract more workers across key priority sectors to Canterbury as an ideal destination to live and work – both from within New Zealand and overseas.	Short - Medium	The Canterbury 'brand' is well-recognised and marketed to a wide range of workers (particularly our focus areas) including both off-shore (migrants and returning New Zealanders) and national workers	<ul style="list-style-type: none"> <li>• EDAs / Councils</li> <li>• WDCs</li> <li>• Employers</li> <li>• Iwi</li> <li>• Government agencies</li> </ul>	✓		✓
Cross cutting action (3)	<b>Workplace diversity</b> Support programmes that aim to improve diversity in under-represented workforce sectors. In particular this includes groups such as women, Māori, Pacific peoples and the neuro diverse.	Short - Long	Focus sectors have improved visibility and appeal to groups that are either underrepresented or feel unwelcome in their industries. In particular these include women, Māori, Pacific peoples and the neuro diverse.  Workplaces embrace diversity and have a culture of inclusion, and the wellbeing of the workforce is valued and supported.  Positive case studies showcase the success of Māori rangatahi, workers, employers and business owners in various employment and training programmes across all sectors of the labour market.	<ul style="list-style-type: none"> <li>• Unions/workers</li> <li>• EDAs / Councils</li> <li>• WDCs</li> <li>• Employers</li> <li>• Iwi</li> <li>• Government agencies</li> </ul>	✓	✓	✓
Cross cutting action (4)	<b>Training pathways</b> Facilitate the development and uptake of new training pathways that provide ways of recognising prior learning, upskill new or returning staff and support meeting immediate training needs in a cost-effective way. These include: <ul style="list-style-type: none"> <li>• Apprenticeship schemes</li> <li>• Module learning</li> <li>• Micro Credentials</li> <li>• Marae-based training</li> </ul>	Short - Long	The different focus sectors are viewed as accessible, viable and sustainable career options. Apprenticeships and 'learn while you earn' options encourage a more diverse workforce.  There is a variety of pathways into the industry e.g. bonds, scholarships, community-based training, micro credentials.  Development of ways to recognise skills and prior learnings from other roles.	<ul style="list-style-type: none"> <li>• Unions/workers</li> <li>• EDAs / Councils</li> <li>• WDCs</li> <li>• Employers</li> <li>• Iwi</li> <li>• Education providers</li> <li>• Government agencies</li> </ul>	✓	✓	✓



<p>Cross cutting action (5)</p>	<p><b>Up-to-date training</b> Facilitate closer connections between training providers and industry to ensure training courses are up-to-date, use relevant tools and methods, build current worker capability, and develop work-ready graduates.</p>	<p>Short - Long</p>	<p>Focus sector employers work with training providers to develop micro credential options.  WDCs, Education providers and government agencies are exploring new ways of designing and delivering programs. Training providers incorporate more on-the-job experience options into their programmes.  Best practice training examples are promoted and shared nationally and internationally.</p>	<ul style="list-style-type: none"> <li>• EDAs / Councils</li> <li>• WDCs</li> <li>• Employers</li> <li>• Education providers</li> <li>• Government agencies</li> </ul>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p>Cross cutting action (6)</p>	<p><b>Best practice workplaces</b> Research and map best practices that foster supportive workplace environments and a positive culture among staff, where diversity and safety in the workforce is valued.</p>	<p>Medium - Long</p>	<p>The wellbeing of the workforce is valued and supported.  Positive case studies showcase the success of Māori rangatahi, workers, employers and business owners in various employment and training programmes, across all sectors of the labour market.  Good business practices are promoted and shared, and mentorship programmes are supported.  Māori, Pacific peoples, ethnic minorities, rainbow communities, the disabled and rangatahi feel safe and supported to thrive in the workplace.</p>	<ul style="list-style-type: none"> <li>• Unions/workers</li> <li>• EDAs / Councils</li> <li>• WDCs</li> <li>• Employers</li> <li>• Iwi</li> <li>• Government agencies</li> </ul>			<p>✓</p>
<p>Cross cutting action (7)</p>	<p><b>Sector perceptions</b> Work with sectors and industries to educate and change outdated perceptions of the focus sectors, promote why they could be a good choice, and the diversity and range of opportunities available in them.</p>	<p>Short - Medium</p>	<p>Heightened awareness of the range of roles available.  Workforces better reflect the diversity of the people they serve.  Focus sectors are open to all and have greater appeal to more groups as an attractive career option they can relate to.  More career development support programmes in schools to promote advanced digital and manufacturing as viable career pathway for women.  Improved diversity on the health workforce helps create culturally safe environments for groups that have experienced adverse health care outcomes.</p>	<ul style="list-style-type: none"> <li>• Unions/workers</li> <li>• EDAs / Councils</li> <li>• WDCs</li> <li>• Employers</li> <li>• Education providers</li> <li>• Government agencies</li> </ul>	<p>✓</p>		<p>✓</p>

Rangatahi action (1)	<p><b>Career development support</b></p> <p>Ensure the RSLG has a strong overview of regional programmes and initiatives that promote the improvement of career development support of our rangatahi, and recommend to government and provider initiatives to:</p> <ul style="list-style-type: none"> <li>Facilitate the increased visibility of and access to a range of career and education pathways.</li> <li>Assist in connecting community and whānau to career support schemes.</li> <li>Support and promote the mahi of CATE and CDANZ.</li> <li>Support ongoing career development support for rangatahi after leaving high school.</li> </ul>	Short - Long	<p>Canterbury RSLG and the Ministry of Education have completed a comprehensive environmental scan forming the evidence basis to make recommendations on rangatahi pathways. Schools are supported to provide more comprehensive and specialised careers advice, and meet the expectations put on them under NELP.</p> <p>Rangatahi are more aware of their own strengths, interests and preferences, and can make meaningful career decisions.</p> <p>Rangatahi are more aware of the different career opportunities available to them, and the requirements and different paths for entry into different sectors.</p> <p>Ability to identify barriers that are holding back rangatahi and those groups currently disadvantaged in Canterbury from educational achievement. Better career development support leads to higher course completion rates for tertiary providers. Rangatahi are aware of tools and support available to them on leaving school.</p>	<ul style="list-style-type: none"> <li>EDAs / Councils</li> <li>Employers</li> <li>Iwi</li> <li>Education providers</li> <li>Government agencies</li> <li>CATE</li> </ul>	✓	✓	✓
Rangatahi action (2)	<p><b>NCEA achievement variance</b></p> <p>Procure data to understand differences in NCEA achievement (by subregion, gender and ethnicity) within Canterbury, and what barriers might be influencing this.</p>	Short-Medium	<p>Better understanding of the reasons for differences in achievement by rangatahi across Canterbury.</p> <p>Ability to identify barriers that are holding back rangatahi and those groups currently disadvantaged in Canterbury from educational achievement.</p>	<ul style="list-style-type: none"> <li>EDAs / Councils</li> <li>Iwi</li> <li>Education providers</li> <li>Government agencies</li> </ul>	✓	✓	
Rangatahi action (3)	<p><b>Support Māori rangatahi</b></p> <p>Support and explore ways to identify and engage with Māori rangatahi who are not in employment, education or training and connect them with support services (Te Whai Mahi Māori).</p> <p>Ensure iwi, hapū and urban Māori authorities are included in the design and implementation of career guidance and assistance initiatives so Māori can receive appropriate, responsive and tailored career development support.</p>	Short - Medium	<p>More Māori rangatahi are supported into career pathways.</p>	<ul style="list-style-type: none"> <li>EDAs / Councils</li> <li>Iwi</li> <li>Government agencies</li> <li>Education providers</li> </ul>	✓	✓	
Rangatahi action (4)	<p><b>Rangatahi voice</b></p> <p>Provide a forum for the voice of rangatahi to contribute to career, workplace and workforce redesign conversations to help build workplace environments where they feel included, supported and safe.</p>	Short - Long	<p>Rangatahi aspirations are amplified and they are empowered to confidently articulate their needs and wants in business and industry conversations.</p> <p>Rangatahi are better represented across business and industry representative/decision-making bodies.</p>	<ul style="list-style-type: none"> <li>Unions/workers</li> <li>EDAs / Councils</li> <li>WDCs</li> <li>Employers</li> <li>Iwi</li> <li>Education providers</li> <li>Government agencies</li> </ul>			✓

Health care and social assistance action (1)	<b>Map mental health system</b> Co-ordinate the mapping of the mental health workforce eco-system to understand labour market barriers and enablers in the sector.	Short - Long	Better understanding of where system improvements can support better outcomes for the sector.	<ul style="list-style-type: none"> <li>• Unions/workers</li> <li>• Toitū te Waiora (WDC)</li> <li>• Employers</li> <li>• Education providers</li> <li>• Government agencies</li> </ul>	✓		
Health care and social assistance action (2)	<b>Rangatahi mental health</b> Support the development of an holistic mental health plan for rangatahi, encompassing principles like Te Whare Tapa Wha.	Medium - Long	Wellbeing and mental health support services for rangatahi are mana-enhancing, accessible and timely.	<ul style="list-style-type: none"> <li>• Toitū te Waiora (WDC)</li> <li>• Employers</li> <li>• Rangatahi</li> <li>• Iwi</li> <li>• Education providers</li> <li>• Government agencies</li> </ul>			✓
Health care and social assistance action (3)	<b>Health and disability system review</b> Promote benefits of the Health and Disability System Review – Final Report – Pūrongo Whakamutunga, March 2020 – particularly with regard to initiatives that will improve services within the mental health sector.	Medium - Long	Better up-take and local implementation in Canterbury of key initiatives that will have positive effects on service levels.	<ul style="list-style-type: none"> <li>• Toitū te Waiora (WDC)</li> <li>• Employers</li> <li>• Iwi</li> <li>• Government agencies</li> </ul>	✓	✓	✓
Digital Technology action (1)	<b>Digital Technology workforce diversity</b> Support and align programmes that look to specifically increase diversity in the advanced digital workforce. Specifically with Kanorau ioio/neuro diverse community.	Short - Long	Canterbury advanced digital sector has greater appeal to more diverse groups as an attractive career option that they can relate to.  More Kanorau ioio/neuro diverse people are encouraged and seeking out careers in digital technology.	<ul style="list-style-type: none"> <li>• EDAs / Councils</li> <li>• Toi Mai (WDC)</li> <li>• Canterbury Tech</li> <li>• Employers</li> <li>• Iwi</li> <li>• Government agencies</li> </ul>	✓	✓	✓
Digital Technology action (2)	<b>Digital Technology perceptions</b> Support a sector-wide approach to specifically changing the perception of working in advanced digital, promoting the sector's diversity, flexible work options and wide range of opportunities.	Short - Long	Heightened awareness of the range of different roles available in advanced digital. Digital technology workforce better reflects the diversity of the people it serves.	<ul style="list-style-type: none"> <li>• EDAs / Councils</li> <li>• Toi Mai (WDC)</li> <li>• Canterbury Tech</li> <li>• Employers</li> <li>• Iwi</li> <li>• Government agencies</li> </ul>		✓	✓
Manufacturing action (1)	<b>Manufacturing workforce diversity</b> Support programmes that look to specifically increase diversity in the manufacturing workforce. In particular groups such as women, Māori and Pacific peoples.  Develop positive case studies that showcase the success of Māori rangatahi, workers, employers and business owners in manufacturing.	Short - Long	Canterbury manufacturing sector is open to all and has greater appeal to more groups as an attractive career option they can relate to.  More rangatahi having positive views of the opportunities in manufacturing and seek out careers in the sector.	<ul style="list-style-type: none"> <li>• EDAs / Councils</li> <li>• Hanga-Ara Rau (WDC)</li> <li>• Rangatahi</li> <li>• The Manufacturers' Network</li> <li>• Employers Chamber of Commerce</li> <li>• Employers</li> <li>• Iwi</li> </ul>	✓	✓	✓
Manufacturing action (2)	<b>Manufacturing productivity and innovation</b> Facilitate the mapping of existing vocational and tertiary learning modules for the sector and their uptake.  Assist in the exploration of new learning and upskilling opportunities for the sector. Using new training paths, delivery methods and increasing access for more current and future employees.  Business development and capability building is enhanced and leaders are encouraged to explore more innovation and investment.	Short - Long	A clear understand is formed about current recognised learning being utilised in the sector and this information is used to inform new opportunities.  There is an uptake of new recognised learning modules which improve both individual and business outcomes.  More businesses and management are pursuing best practice options to improve productivity and innovation.	<ul style="list-style-type: none"> <li>• EDAs / Councils</li> <li>• Hanga-Ara Rau (WDC)</li> <li>• The Manufacturers' Network</li> <li>• Employers Chamber of Commerce</li> <li>• Employers</li> <li>• Iwi</li> <li>• UC Online</li> <li>• Government agencies</li> </ul>	✓	✓	

# THE CANTERBURY RSLG



**Elizabeth Brown**

**Ngāi Tahu/ Iwi Co-Chair**

Iwi

This mahi provides a fantastic opportunity to bring together a wide range of perspectives on the labour market challenges facing the Canterbury region now, and in preparation for the future.



**Karena Brown**

**Co-Chair**

Workers/Union

I am passionate about the mahi of the RSLG to create a well-trained, skilled workforce that meets the need of industry. It is vital if we want Canterbury to grow and become more productive.



**Simon Anderson**

Employers/Business

The Regional Workforce Plan is critical to support Waitaha Canterbury's future regional prosperity, using its mandates to ensure the right skills are being taught for our industry and community – and ensuring needs-based regional migration.



**Sandy Brinsdon**

NGO's/Social Services

The mahi of the RSLG is so important because it brings together the views of different groups, both in terms of their area of focus and community of interest and in such a way the multiple views add significant value.



**Nigel Davenport**

Employers/Business

The Regional Workforce Plan, informed by a strong industry voice and with our workforce at its very centre, will provide a platform from which leading and innovative training & skills provision can be further developed and implemented. Exciting times ahead.



**Nicole Forster**

Employers/Business

Canterbury has faced a number of challenges with critical labour market skill shortages, this is forecast to continue and, in some areas, increase. The solutions to some of these challenges sit outside of individual employers and/or industries, and the RSLGs can add value here by consolidating issues and streamlining solutions that can be actioned with speed to remove constraints and enable Canterbury to thrive.



**Tori McNoe**

Students/Rangatahi & Youth

RSLG's are integral in ensuring our communities are seen in their fullest uniqueness and potential. Serving for the rangatahi of Waitaha Canterbury and building the community to be an integral pillar to the Regional Workforce Plan has been inspiring.



**Chelsea Rapp**

Employers/Business

The work undertaken by the Canterbury RSLG gives us a unique opportunity to highlight the challenges and opportunities that businesses, students, and employees face in our region. I'm confident in our ability as a group to make a positive, lasting impact on the future of working in Canterbury.

# THE CANTERBURY RSLG



**Brianna Te Hara-Barr**

Rangatahi and Youth

The Regional Workforce Plan is a strategy led by RSLG that looks to continue uplifting our communities in all areas of life, like education and employment. Areas that can have a positive impact on our region, on our wellbeing and living. It is our commitment to ensure the success of our Rangatahi, tamariki, whānau and hapori.



**Ben Clarke**

Regional Public Service  
Commissioner

My focus is to help ensure that the wider public service is able to get in behind the priorities of the Group, to benefit the diverse communities within Canterbury and Chatham Islands.



**Adrian Teika**

Employers/Business

Focused on connecting with the local work force and business networks and providing insights to feed this into a body that can effect change for future workforces for Canterbury is vital.



**Amanda Smidt**

Community/Business

This mahi is critical as it enables our region's employers to effectively plan for, and build a skilled, diverse, productive and agile workforce; and our government agencies, and education and training institutions can be responsive.



**Paul Watson**

Workers/Union

The work of the RSLG is vital for future labour force planning to capture the best opportunities for people in the region. The RSLG has a unique opportunity working with community, Iwi, Employers and Unions/workers to develop a future workforce plan that hopefully the citizens of Canterbury can benefit from during many years to come.



**Diane McDermott (Permanent Official)**

Regional Commissioner, Canterbury  
Region, MSD

The RSLG is a great opportunity to ensure that we are all part of a joined-up approach that supports regional workforce planning and identifies future education and skills needs which in turn supports strong economic growth for the Canterbury region and creates opportunities for those who live in our communities.

## APPENDIX 1 – STAKEHOLDERS AND PARTNERS ENGAGED WITH DURING THE DRAFTING OF THIS RWP

We would like to acknowledge the below partners whose input and advice has helped to shape the contents of this plan. Special thanks to Corban Te Aika who has assisted with Te Reo content. Thank you all for your contributions.

5RSolutions	EPL Elastomer Products Ltd	Seequent NZ
A W Fraser	FIRST Union	Selwyn District Council (Economic Development Unit)
ACCOR	Greater Christchurch	SES Construction
ANSCO Foods Canterbury	HamiltonJet	Te Wānanga o Aotearoa
ARA Institute of Canterbury	Hanga Aro Rau (Manufacturing WDC)	Tertiary Education Commission
Canterbury District Health Board	Inde	The Career Development Company
Canterbury Tech	Lincoln University	Tokona Te Raki
Career and Transition Education Association NZ Inc	Manufacturers' Network	Tumblar
Cerebral Fix	Mayoral Forum Secretariat	University of Canterbury
Christchurch Chamber of Commerce	Metalcraft Engineering Company Ltd	Venture Timaru
ChristchurchNZ	Ministry of Education	Vortex Engineering Ltd
City Care Group	Ministry of Ethnic Communities	Workbridge Canterbury
Contex Engineers Ltd	Ministry of Primary Industries	YOOBEE College of Creative Innovation
Custom-Pak	Ministry of Social Development	
Datacom	New Zealand Council of Trade Unions/ workers	
Dawn Aerospace	PWC	
E tū	Rangatahi focus groups	
Enterprise North Canterbury	Ryman Health	



