



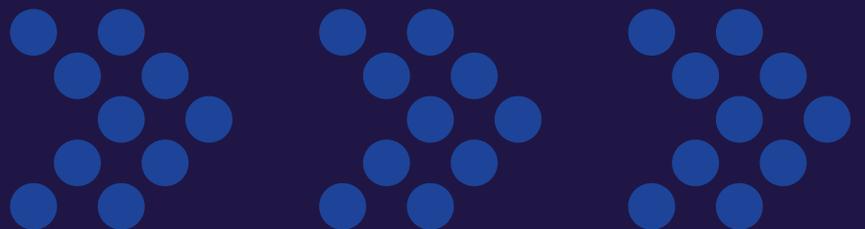
# REGIONAL SKILLS LEADERSHIP GROUPS.

## Te Mahere Ahumahi ā-Rohe o Te Taihū o Te Waka-a-Māui Marlborough Regional Workforce Plan

Published June 2022



Te Kāwanatanga o Aotearoa  
New Zealand Government





U15028

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# He kupu whakataki nā ngā Hoa-toihau Co-chairs' introduction

## Tēnā koutou katoa

During the past nine months we have had the privilege of developing the Te Mahere Ahumahi ā-Rohe o Te Taihū o Te Waka-a-Māui, Marlborough Regional Workforce Plan (RWP) alongside our community. We hear continuously about the challenges we face locally with shortages of skilled labour and workforce skills, and this plan, while highlighting labour supply and demand trends, identifies where change is needed to achieve a highly skilled and coordinated regional labour market. Whilst doing this work, it has been important that we align with the strategic direction set out in the Te Taihū Intergenerational Strategy which sets out the vision for the future of the region.

The Marlborough Regional Skills Leadership Group (RSLG) is a local group, appointed by government, tasked with identifying and supporting better ways of meeting future skills and workforce needs in the Marlborough region. Functioning independently, the Marlborough RSLG is locally based and regionally enabled.

We know that Marlborough is a great place to live. It also has low unemployment but longstanding labour market challenges. Businesses struggle to attract people with the right skills for the job. We have a high reliance on migrant labour and at the same time we have lower than national median incomes, and some people do not participate in the labour market to the extent that they would like to. We know that this is even more pronounced for Māori. Achieving equitable outcomes across our community is essential to a connected, thriving workforce.

These are issues that present opportunities – and we need to start addressing these now. Our sectors want to grow, and we need to make sure that we have the workforce to support them. Over the next 15 years we will also see new industries emerging (such as Puro and other start-ups) as well as technological changes within our existing industries with a shift to automation. We will also see a shift to a more green and digitally enabled economy. This will require different skills than what we are training for today.

In the past we have left it up to individual businesses and industries to solve their immediate labour market challenges. The RSLG presents an opportunity to provide a coordinated view and effort, to support industry to think beyond the next hire, and to start thinking about the workforce now and in the future. This is a plan for Marlborough, based on what stakeholders have told us they need. There is a role for everyone to play. Our industry, schools, education providers and the community can work together to unlock Marlborough's potential and to build a productive and resilient economy that is well resourced by its workforce, skills and training.

**The tools of the RSLG to effect change are influence, leadership, collaboration and coordination.** We will show influence and leadership in the region by facilitating hui, and enabling and enhancing collaborations across industry, education providers and other stakeholders. We will also provide advice and information to stakeholders in our local community. We see a key role for the RSLG in enabling the Māori economy and embedding Te Tiriti o Waitangi in our mahi. In addition, the education, welfare and immigration agencies, along with other government departments looking at workforce issues, will use the insights of the RSLG to understand future workforce needs.

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## *Tē tōia, tē haumatia*

*Nothing can be achieved without a plan, a workforce and a way of doing things*

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**Corey Hebberd**  
Co-chair



**Jennifer Moxon**  
Co-chair





## Te mahi a Te Rōpū Whakapakari Kaihautū Role of the RSLG

The Regional Skills Leadership Groups were established in 2020 to help identify and support better ways of meeting future skills and workforce needs in our regions and cities. They are part of a joined-up approach to labour market planning which will see our workforce, education and immigration systems working together to better meet the differing skills needs across the country. There are 15 RSLGs across the motu.

RSLGs have a specific role in the Reform of Vocational Education (RoVE) structure as advisors to the Tertiary Education Commission (TEC). TEC will be required to take the advice of RSLGs into account when deciding which education programmes to fund and where.<sup>1</sup>

We are working with the newly formed Workforce Development Councils (WDCs). WDCs are responsible for setting a vision for the skills and training needs of specific workforces, setting standards, developing qualifications, and advising on investment in vocational education.<sup>2</sup>

RSLGs assist Te Pūkenga – New Zealand Institute of Skills and Technology – to understand where to prioritise its efforts in terms of programme development and meeting the needs of particular learner groups.

We also play a vital coordination role in ensuring regional labour market initiatives are joined-up, complementary and aligned to addressing Marlborough's labour market needs and priorities.



## Te waihangatanga o Te Mahere Ahumahi ā-Rohe How the Marlborough RWP has been developed

### Engaging with the community

We have developed our RWP over the past year by working closely with the Marlborough community. This has included:

- Meeting with key stakeholders from industry, government and education providers as well as community representatives.
- Embedding Te Tiriti o Waitangi across our RWP and programme of work, including engaging with iwi and Māori.
- Working with the Marlborough District Council (MDC) to hold stakeholder workshops with over 200 people.
- Public consultation where we received over 30 submissions, including hearing from over 60% of our largest employers.

### Reviewing data

We have looked at available data on the Marlborough labour market to validate what we have heard from our stakeholders.<sup>3</sup>

## Engaging with iwi and the Te Taihu Intergenerational Strategy

In developing our RWP, we have worked closely with our iwi co-chair as well as engaging with Te Kotahi o Te Taihu Charitable Trust and Wakatū Incorporated (who are leading work around the Te Taihu Intergenerational Strategy).

We recognise the importance of improving iwi/Māori outcomes and partnership with iwi/Māori. We view our relationship as evolving. We acknowledge the numerous pressures on iwi time and resourcing, including supporting whānau affected by the ongoing COVID-19 pandemic and supporting vaccination efforts. In addition, we acknowledge the substantial work that iwi are engaged in with other work programmes such as government reforms around the Resource Management Act, Three Waters, health, local government and RoVE (just to name a few), while also actioning their own work programmes.

We have considered the **Te Taihu Intergenerational Strategy** to be a foundational document for our RWP. The Te Taihu Intergenerational Strategy is a long-term economic development strategy for the top of the South Island, incorporating the Marlborough and Nelson Tasman districts. In line with central government's focus on wellbeing outcomes, the Strategy also considers social, cultural and environmental development.

The Te Taihu Intergenerational Strategy (2020) was developed in partnership with the three local councils, ngā iwi o Te Taihu (Ngāti Apa ki te Rā Tō, Ngāti Kuia, Rangitāne, Ngāti Tama, Te Ātiawa, Ngāti Koata, Ngāti Toa and Ngāti Rārua) as well as central government, chambers of commerce, Nelson Marlborough Institute of Technology (NMIT), businesses and the community.

We acknowledge the considerable mahi and leadership in the development of the Strategy.

The vision for the Strategy is **Tupuna Pono: To Be Good Ancestors**. It has a particular focus on the wellbeing of current and future generations as well as the responsibility we have to pass on the taonga that is Te Taihu in a better state than when it was first placed into our care.

The Strategy is the start of the design of the future that we want for Te Taihu and was developed as a framework that can be used by everyone within the region.

We have developed the Marlborough RWP using the lens of the actions and aspirations contained in the Strategy and this approach is set out in the body of the Plan. We see the work of the Marlborough RSLG and our aspirations for the future of Marlborough as complementary.

### Ngā hua whakatupuranga Intergenerational outcomes

#### *From the Te Taihu Intergenerational Strategy*

**Te Taiao – The Natural World:** Our relationship with the natural world is healthy.

**Pūtea – Economy:** Our resilient economy allows our people and places to thrive.

**Te Taihutanga – Identity:** Our people are proud of their individual and shared identity and feel a strong sense of belonging. We treat each other with kindness and respect.

#### **Tangata – People and Communities:**

Our people and communities are welcoming, healthy and safe. Our people are connected across generations, cultures and distance.

**Te Rākau Taumatua – Place:** Our people can access affordable and quality places to live. Our shared spaces are places where people want to be.

**Rangatiratanga – Leadership:** Our decision-making is collaborative, courageous, inclusive, respectful and acts for the long term. We uphold the values and rights of the people and taonga of our region.

**Papa Whenua – Infrastructure:** Our people have resilient transport, communication and energy networks, and water and waste systems.

**Mātauranga – Knowledge:** Our people are knowledgeable, curious and creative.

# Tō mātou whakakitenga mō Te Taiuhu o te Waka

## Our vision for the future of Marlborough

In consultation with our community, the Marlborough RSLG has developed and adopted a vision for the future of Marlborough's workforce. This vision will guide us and our actions over the next 15 years.

### Our mission statement:

**Advance our future workforce together** 

We have a productive and resilient Marlborough economy that is well resourced by its workforce, skills, training and talent.

### The **outcomes** we want

#### **ONE: A resilient, sustainable economy and workforce**

- Everyone is enabled to participate fully in the labour market.
- We recognise and respect the importance of the whenua and taiao (the land and our natural world) to our identity and our economy.
- The workforce and local industry are multi-skilled and adaptable to change.

#### **TWO: An enabled Māori economy**

- We are connected and working towards the aspirations of the Te Taiuhu Intergenerational Strategy – Tūpuna Pono: To Be Good Ancestors.
- We are working in partnership with iwi/ Māori and supporting their aspirations and objectives.

### The **pathways** to get there

#### **ONE: Diverse opportunities for meaningful employment**

- Our workforce supports a diversified and productive economy.
- There is a wide range of flexible employment opportunities to attract people from diverse backgrounds.
- Businesses offer career pathways and development supported by training options offered locally, either in person or online.

#### **TWO: Equitable workplaces**

- We have modern and equitable workplaces so that everyone is able to achieve their potential.
- We have inclusive workplaces.
- Local employers are supported to invest in upskilling and retraining their workforce.

#### **THREE: People are attracted to live and work in and from Marlborough**

- People see the opportunities in Marlborough and want to live here.
- We have an inclusive community that enables all people to thrive, including Māori, older workers, new arrivals and young people.
- We have the connectivity and infrastructure to work and do business across the country and the world.
- We have a 21st century education system that supports lifelong learning.



# Ngā kōrero mō tēnei rohe

## Our regional story

Te Pokohiwi o Kupe, located on the Wairau Bar, was settled by Māori as early as the 13th century. Local tangata whenua refer to the area as the tūrangawaewae for the first people of Aotearoa, making Wairau Bar the birthplace of the nation. Over the years our population has grown and now around 50,000 people call Marlborough home.<sup>4</sup>

Our regional economy is primarily focused on how we use the land and the sea with agriculture, forestry and fishing, and manufacturing contributing to more than 30% of our GDP.<sup>5</sup> Marlborough has an innovative streak, and has led the country with our wine, aquaculture and aviation industries.<sup>6</sup>

We have worked with the Marlborough District Council as they developed Marlborough's Economic Wellbeing Strategy, which we see as complementary to our work and this Plan for this region.

### Ō mātou tāngata

#### Our people

Marlborough's age profile is older than the national average (our average age is 45.3 years compared to 37.7 nationally).<sup>7</sup> This is driven by the attractiveness of Marlborough as a retirement destination as well as the tendency for our young people to leave the region once they have finished secondary school.

The population of the region is predominantly New Zealand European (88%), with 13% of people identifying as Māori and smaller Asian (4%) and Pacific (3%) communities.<sup>8</sup> Over the next 15 years Marlborough will become more diverse, and the share of people who identify as Māori is expected to grow to over 20%.<sup>9</sup>

About one in four people are disabled or have some form of health condition.<sup>10</sup> This ranges from mobility issues to anxiety and depression. Disabled people have lower participation in the labour market than non-disabled people, despite many of these people being willing and able to work.<sup>11</sup> The government has developed Working Matters, an action plan focused on ensuring disabled people and people with health conditions can participate in employment as they want to, on an equal basis to others.

### Tō tātou ao tuku mahi

#### Our labour market

There are about 7,000 businesses in Marlborough.<sup>12</sup> Like the rest of New Zealand, fewer than 1% are large businesses that employ over 100 people. The remaining 99% are small to medium sized enterprises. Sixty-nine per cent do not employ anyone (these are likely owner operator businesses). We worked to identify our largest businesses and engaged with all of them in developing this plan, over 60% provided feedback.

There are about 27,000 filled jobs across the region.<sup>13</sup> Nationally, Marlborough has the largest share of workers (21%) working in the agriculture, forestry and fishing sector and the third largest share of workers employed in manufacturing (13%). These industries represent our largest sectors by share of employment. The next three largest sectors for filled jobs are the retail trade (9%), construction (8%) and healthcare and social assistance (8%).<sup>14</sup>

Agriculture, forestry and fishing is also the top employing sector for Māori (15%). This is followed by manufacturing (14%), construction (11%), accommodation and food services (10%), and the retail trade (9%).<sup>15</sup>

In addition, there are about 5,800 people in the region who are self-employed.<sup>16</sup> The largest shares of self-employed people work in agriculture, forestry and fishing (22% of all self-employed people), construction (15%) and professional, scientific and technical services (11%).

We have historically had a low rate of unemployment (currently 3%) and we have a tight labour market.<sup>17</sup> The unemployment rate for Māori is higher at around 5%.<sup>18</sup> Employers consistently report that there are not enough people in the region to fill the available roles.

Despite this, we have historically low rates of participation in the labour force and a high rate of underutilisation (see page 14). This may be in part due to our older population, but is also a sign that we have some capacity in our labour market. There are specific groups within our community that have lower participation in the labour market, including young people, Māori, disabled people and women.

With 16% of people working in unskilled jobs, Marlborough has a higher number of people working in unskilled jobs compared to the national average of 13%. Along with Nelson Tasman, Tairāwhiti and Hawke's Bay we have the highest proportion of workers in unskilled roles. Correspondingly, our region has the lowest share of highly skilled workers (35.6%).<sup>19</sup> This is reflected in Marlborough's low mean earnings figure (\$58,897 compared to \$65,910 nationally).<sup>20</sup>

## He aha ngā tautāwhitanga o tēnei rohe? What inhibits our region?

Throughout our consultation in developing this Plan three clear inhibitors were identified as impacting on people's desire and ability to live and work in Marlborough. We acknowledge the impact that these issues have on our region and have approached them from a skills and labour perspective.

### Housing

Almost everyone we have spoken to has identified the lack of housing (rentals and cost to buy) as a limitation on people moving to and staying in the region. Housing issues were also identified in the Te Taihū Intergenerational Strategy as a key area of focus (Te Rākau Taumatua – Place: Smart and affordable housing solutions). We have heard from employers about successful candidates turning down roles because they haven't been able to secure housing in the area and people moving out of the region due to the lack of housing.

This is greatly affecting Marlborough's brand and attractiveness as a region, which is in turn impacting on our ability to attract and retain key workers, such as teachers, doctors, and those who work in the region's key sectors.

Affordable and secure housing also plays a role in supporting people to study. The lack of student accommodation was identified by youth as a barrier to studying in Marlborough.

The RSLG will support the building and construction sector to develop the appropriate workforce to support housing initiatives in the region. We will also continue to raise housing issues with the government and our community through our regular local insight reports.

### Health

The health sector impacts Marlborough in a number of ways. As a region we suffer from shortages across most roles, from surgeons and GPs to nurses and care providers. These shortages in health workers are long standing and there is limited training available in the region across all parts of the health sector. Due to a limited number of doctors and other healthcare providers, some people struggle to find primary healthcare providers. Anecdotally, we have heard that this is a barrier for people looking to move to Marlborough.

Healthcare and social assistance is a large employer in the region and is forecast to be one of our largest growing sectors over the next 15 years. We need to ensure that we have the workforce to meet this demand.

For our 2022 RWP we have focused on aged residential care. However, the recommendations regarding offering training for nurses and other opportunities for people to upskill in the health sector will provide benefits across the whole sector. Looking forward to future plans, we will review the scope of our healthcare focus in consultation with our community.

### Education

The importance of our education system, especially secondary schools, was also raised by a number of stakeholders. Marlborough students have slightly lower than the national average NCEA achievement rates (and these rates are even lower for Māori).<sup>21</sup> We have heard that some people have chosen to move out of the region when their children reach secondary school age because of perceptions around (the lack of) achievement and opportunities.

Our vision for the future of Marlborough includes a 21st century education system that supports lifelong learning. We are looking to work with schools and industry to ensure that education is relevant and has a real-world application. Our hope is that this will increase the engagement of students and improve outcomes.



## Marlborough-sub-population and main employing industries

### Picton and the Sounds

9,000 people

Accommodation and food services 19%

Agriculture, forestry and fishing 18%

(Tourism and aquaculture)

### Blenheim

29,000 people

Healthcare and social assistance 13%

Agriculture, forestry and fishing 11%

### Wairau

12,000 people

Manufacturing, agriculture, forestry  
and fishing 55%

(Grape growing)

### Awatere

1,800 people

Agriculture, forestry and fishing 60%

(Grape growing and farming)



# Ngā whanaketanga o te rohe me te ao tuku mahi hei ngā rā ki tua

## Future growth of our region and labour market

The Marlborough population is expected to grow by approximately 10,000 people over the next 15 years.<sup>22</sup> However, this population growth will predominantly be in people aged 65+. The traditional working age population (15 – 64 years) is only expected to grow by about 2,000 people over the same period. Growth in the region is largely driven by migration (both domestic and international).<sup>23</sup> Our aging population and reliance on migration presents labour market challenges for Marlborough in terms of attraction and retention, both into the region and into the workforce.

Based on the projected growth in people aged 15+ and the projected labour force participation rate of 68%, by 2038 we will have roughly 31,000 people participating in the labour market.

At the same time, the number of filled jobs in Marlborough is expected to grow from about 28,000 to about 35,000.<sup>24</sup> Comparing the forecast number of filled jobs with the projected 31,000 people expected to be participating in the labour market shows a shortfall of approximately 4,000 workers by 2035 (not taking into account people working multiple jobs).

Growth in the region will largely be driven by the agriculture, forestry and fishing, manufacturing and healthcare and social assistance sectors.<sup>25</sup> This is especially the case for the wine industry which projects a job growth of 17% and aquaculture where the workforce is projected to double nationally.

In addition to new jobs, each year about 70% of our advertised roles are to fill existing vacancies.<sup>26</sup> We need to make sure we have the workforce for both existing roles (as people retire or move away from the area) and newly created roles.

### The nature of work is changing

While we do not know the exact skill requirements for the future, we do know that industries are increasingly adopting new technologies. This will change the skill requirements for both new and replacement roles. A number of our industries including aquaculture have indicated that they will become more mechanised over the next 10 years. Our aviation sector is also undergoing change with the move to lower carbon planes. We want to work with sectors as they begin to understand the skills implications of these changes.

We also know that there will be a number of sunrise industries in Marlborough over the next 15 years, for example medicinal cannabis and the screen sector. Marlborough District Council has a particular emphasis on supporting start-ups and increasing the uptake of technology within our existing industries.

We need to make sure we have the right systems in place to help people upskill and retrain to meet both current skill shortages and the future demand for skills. This includes through our local training providers and also online learning options. Training needs to be flexible and accessible to make it easier for people to keep their skills current and to retrain. Career advice and employment support needs to be expanded to support people to successfully navigate career and job changes.<sup>27</sup>





## Ka ahu mai te hunga whai mahi i hea? Where will our workforce come from?

There are several potential pools of labour:

### New entrants to the workforce

School leavers and new graduates from tertiary educations; people who are entering the workforce for the first time.

### Re-entrants to the workforce

People who have not been in the workforce for a period of time, such as due to studying, caring or health related reasons.

### The existing workforce

People who are already employed.

### Migrants

To augment the domestic workforce where there is a real need or advantage. Some sectors, especially wine and aged care have a heavy reliance on migrant workers.

## Current and potential workforce in Marlborough (a snapshot in time)<sup>28</sup>



## Te āheinga ki te whakamahi i te hunga mahi o ēnei rā

### The opportunity to better utilise our current workforce

By 2035 we have a projected shortfall of about 4,000 workers, yet we currently have 3,700 people who could be better utilised to meet existing demand. This group of people will not be able to meet all of our workforce and skills requirements. However, we need to look at how we better engage these people in the labour market.

Certain demographic groups are more likely to be underutilised including disabled people, women, young people and Māori. These groups (among others) were identified in the government's Employment Strategy. This strategy focuses on groups that consistently experience poor labour market outcomes, and on the opportunities to unlock people's potential and address inequalities. Action plans for all priority groups have or are being developed.

We also have an ageing workforce that could be better utilised. There is currently large proportion of older workers in Marlborough, with people aged 55+ accounting for 6,500 filled jobs. The number of older workers in our region is likely to grow as the population ages.<sup>29</sup> This means that workplaces need to find ways to keep older workers engaged in the workforce. In addition, older workers want to stay in the workforce for longer. A 2019 survey of older people (55+) in Marlborough found that about 70% would consider working part-time.

We have heard from older workers, Te Kotahi o Te Tauihu Charitable Trust, younger workers and people working in the disability sector that flexible work arrangements are critical to getting people engaged in the workforce. This includes, working from home, working during school hours, job sharing and flexible start and finish times. Perceived lack of flexibility can be a barrier to people engaging with the labour market.

Workplaces need to look at the ways in which they structure roles, and what support they are able to provide to assist more people to better participate in the workforce. This could include offering school hours or transport to more remote workplaces.

### Underutilisation

We have an underutilisation rate of 10%. This includes those who are working part-time and would like to work more (underemployed), the unemployed, and people who would like to engage in the labour market.

If we take an expanded view of our untapped potential, there are also people working full-time (30+ hours) who would like to work more hours and are not who are included in the underutilisation rate.

## Ngā wero o te whakatutuki i ngā hiahia e pā ana ki te hunga mahi o ēnei rā me ngā rā ki tua

### Challenge with meeting our current and future workforce needs

Despite some availability in the labour market, Marlborough employers consistently report difficulties with recruiting people to both skilled and unskilled roles. Reasons for this vary from not being able to attract people to Marlborough, skills mismatches within the local workforce and then perceptions about the industry (especially for entry level roles).

These challenges need to be addressed to support both our current and future workforce and skills demands, and to enable people to participate fully and equitably in their places of work, community and society.



# Ngā aronga matua me ngā whakamārama

## Key focus areas and rationale

In the course of our stakeholder engagement we identified some key challenges that affect every sector in Marlborough's ability to attract and retain staff. These areas also limit the career opportunities for people in Marlborough.

We have summarised these into six focus areas:

- **Marlborough as an attractive place to live and work.**
- **Career and education pathways.**
- **Perceptions of industries and careers.**
- **Connections between schools and industry.**
- **Everyone in the region is aware of career and training opportunities.**
- **Enabling equitable outcomes for Māori through education and work.**

For the 2022 RWP we have also identified five focus sectors to work with to support the development and implementation of workforce plans for Marlborough. We want to move with industry, in a collaborative and joined up manner to ensure that the work we are doing has maximum effect and outcomes.

We chose our focus sectors by considering where there is already action underway, where there is a labour or skills need, whether it helps people get more engaged with the labour market and whether the opportunity is time critical (such as the schools rebuild – Te Tātoru o Wairau). These focus sectors are:

- **Aged care**  
Action already underway, labour and skills shortages, underemployment, time critical.
- **Aquaculture**  
Action already underway, labour and skills shortages.
- **Aviation**  
Skills needs, time critical.
- **Building and construction**  
Action already underway, labour and skills shortages, time critical.
- **Wine**  
Labour and skills shortages, time critical.

We also acknowledge that underpinning our focus sectors is a platform of expert manufacturing. Manufacturing has helped us add value to our primary products and will be of ongoing importance with the growing uptake of technology and as we look to export our intellectual property.

This RWP is not meant to be an exhaustive list of sectors in Marlborough or those with labour and skills challenges. All sectors and businesses play an important part in Marlborough's economy, including forestry, the wider healthcare sector, forestry, tourism and professional services. We heard from many of these sectors during consultation and they face the challenges listed in our six focus areas. In our 2023 update of the RWP we will look to reassess our focus sectors.

By co-ordinating our effort around the six focus areas and by supporting our focus sectors to develop and implement their workforce plans, we can achieve coordinated change across the region. This will see collaboration across a number of sectors and groups in our community and should bring benefits for all sectors and all people.



## He wāhi mahi Te Taihu o te Waka e tino whāia ana Marlborough as an attractive place to live and work

As a region we need to attract and retain people to make sure we continue to grow and are able to meet our future labour and skills needs. Eighty per cent of our growth comes from internal and international migration.<sup>30</sup> Attracting people to our region is also important as there are many key workers that we do not train locally, especially in the professional services such as doctors, engineers and lawyers.

Workplaces report difficulties with attracting people to relocate to Marlborough and then retaining them (both people already here and new arrivals). Reasons for this include perceptions around the vibrancy of the town centre and recreation opportunities, ability to secure housing, job opportunities for partners, as well as perceptions about secondary schooling. A recent report into Māori businesses highlighted the need to improve the Blenheim CBD and 73% of respondents to the Marlborough Town Centre Health Check Survey said that the Blenheim CBD had not improved over the last two years.<sup>31</sup>

We need to showcase the high skilled and well-paid jobs that are available here as well as the opportunities to develop a career pathway within our key sectors. We also need to be able to highlight the opportunity to work remotely and to promote Marlborough as having a great lifestyle, that is connected to Papatūānuku and our taiao.

*“Many of the senior doctors in Blenheim come from overseas and when this happens, most do not stay long term. It is much easier to attract staff to Nelson than to Blenheim. It is close to crisis point.”*

### Action for year one

Undertake research with people who have made decisions about moving to, or staying in Marlborough in the last 1 – 5 years, to understand how they perceived Marlborough and what influenced their decisions.

### Connection to Te Taihu Intergenerational Strategy

**Pūtea – Economy:** Attracting talent, intellectual capital and businesses to Te Taihu, with the expectation that they are focused on the economy of the future we are trying to build.

### How this contributes to our vision for the future of Marlborough

#### Outcome one: A resilient, sustainable economy and workforce

- The workforce and local industry are multi-skilled and adaptable to change.

#### Pathway three: People are attracted to live and work in and from Marlborough

- People see the opportunities in Marlborough and want to live here.
- We have an inclusive community that enables all people to thrive, including Māori, older workers, new arrivals and young people.
- We have the connectivity and infrastructure to work and do business across the country and the world.



## Te whai mahi me ngā huarahi ako Career and learning pathways

Our industries, schools and training providers need to do a better job of communicating with people about the career and study pathways in Marlborough. A career pathway sets out how you can start in a lower-level job and then with more training and experience move into higher-skilled roles. This helps people to understand how they can progress and the opportunities if they begin at an entry level.

Our sectors, including wine, aquaculture and aged residential care, have identified that a lack of clear career pathways and good communication about career opportunities has resulted in recruitment difficulties. This is true for both people outside and those already working within these industries. We've heard from employers that people do not want to accept entry level roles because they do not understand the career pathways to move into more skilled and higher paid roles.

While there has been some mapping and pathway creation by industry, such as the Pathways into Primary Industry project,<sup>32</sup> there is a need for

increased promotion. The Primary Industries Project identified the need to "appeal to the hearts and minds of people outside the sector". People do not necessarily know where to look for information, or do not actively seek it out due to their negative perceptions about opportunities.

If there are no mapped career pathways, or clear qualification frameworks and structures, this limits progression from unskilled to semi-skilled and onto high-skilled work, and in some areas, this has led to a high reliance on immigration to address the demand for skills.

*"Many employees are not willing to accept entry level jobs because they are not aware of development opportunities within the organisation or industry and cannot see a career path where they will move out of entry level roles."*

### Action for year one

Identify best practice examples for sharing career and learning pathways including the potential for creating centralised careers advisory service in Marlborough.

### Connection to Te Taihū Intergenerational Strategy

**Pūtea – Economy:** Developing new skills development and retraining people with a focus on building a more technologically literate workforce in health, education and entrepreneurship.

**Tangata – People and Communities:** Workforce retraining, redeployment and lifelong learning initiatives.

### How this contributes to our vision for the future of Marlborough

#### Outcome one: A resilient, sustainable economy and workforce

- The workforce and local industry are multi-skilled and adaptable to change.

#### Pathway one: Diverse opportunities for meaningful employment

- Businesses offer career pathways and development supported by training options offered locally, either in person or online.

#### Pathway two: Equitable workplaces

- Local employers are supported to invest in upskilling and retraining their workforce.

## Ngā tirohanga ki te ao ahumahi, whai mahi hoki Perceptions of industries and careers

A number of our industries report that the community and job seekers have negative perceptions of the industry and what it means to work in it. This impacts their ability to attract locals and people from outside the region to jobs. These challenges are not unique to Marlborough; however, we continue to see the effect of them play out locally.

Reasons for negative perceptions vary. For some of our primary industries negative perceptions are related to people's views on sustainability and about pay and working conditions. For example, due to the physical nature of onshore aquaculture work, the conditions and hours were identified as deterrents. This includes processing work which is often done in shifts and is unattractive to many, particularly those with young children.<sup>33</sup>

For other industries, such as construction, low participation by women acts as a barrier to women wanting to enter the workforce.

Another consideration is that as the demographic of our workforce changes, with more young people and young Māori entering the workforce, there will be different expectations regarding the working environment. This includes inclusive workplaces and the environmental and ethical impacts of the industry. If workplaces are not receptive to this and do not start to address and communicate about these issues, they may struggle to attract young people into their industry.

### Action for year one

Undertake research into best practice examples of industries that have taken actions to improve perceptions of their industry and career opportunities.

### Connection to Te Taihū Intergenerational Strategy

**Pūtea – Economy:** Supporting our local businesses by promoting them locally whilst maintaining a license to operate in our key export markets.

**Pūtea – Economy:** People, communities, iwi and consumers will seek out organisations that are aligned with their values and beliefs.

### How this contributes to our vision for the future of Marlborough

#### Outcome one: A resilient, sustainable economy and workforce

- Everyone is enabled to participate fully in the labour market.

#### Pathway one: Diverse opportunities for meaningful employment

- Our workforce supports a diversified and productive economy.

#### Pathway two: Equitable workplaces

- We have modern and equitable workplaces so that everyone is able to achieve their potential.

#### Pathway three: People are attracted to live and work in Marlborough

- People see the opportunities in Marlborough and want to live here.



## Ngā tūhononga i waenganui i ngā kura me te ao ahumahi Connections between schools and industry

Young people, and their parents in our region have identified the transition from school to training and employment as a key challenge for them as they start their working lives. Done well, this presents an incredible opportunity for our community. All of our focus sectors have identified the connection between schools and industry as a key tool to getting our young people aware of and engaged in local opportunities. The young people we spoke to also identified the importance of career exposure from as early as intermediate, to help our young people make informed decisions about their future.

*“Improving the resilience of the region’s workforce will require high levels of collaboration between all relevant segments of the broader labour market, including the secondary, tertiary and professional education sector, employers, and relevant community organisations.”*

Young people are a priority group in the government’s Employment Strategy as they have the highest level of unemployment and non-participation in education or training of all age groups. This is even more evident for young Māori, who are less likely to be engaged with training or the labour market. It is important that we help get it right for our young people because early education, training and employment experiences have long lasting effects on wages later in life, adult employment and life satisfaction.<sup>34</sup> The Youth Employment Action Plan identifies the early engagement of young people and building labour market preparedness through workplace based learning as the first steps in improving outcomes for young people.

On finishing school, about half of our young people either go straight into employment or are not engaged with training or education. We get limited or no data at a Marlborough level on youth engagement, which makes it difficult to know the extent of the problem. However, we know that roughly 10% of young people are Not in Employment Education or Training (NEET) and that this rate is likely higher for young Māori (16% nationally).

Most employers recognise that there is not a strong connection between schools and industry in Marlborough. We have made some efforts to improve the connection with the wine school (Marlborough Boys’ College) and aquaculture school (Queen Charlotte College) as well as trades training through NMIT. However, these efforts have not achieved sustained success.

There are a number of different supports in place for our young people such as the Marlborough Youth Trust and the Graeme Dingle Foundation and these supports work really well at the individual level. Yet, when we look at the system of support as a whole it does not seem to be delivering the required post-school outcomes for our young people.



## Actions for year one

Communicate analysis and insights from available data on workforce and skills issues to help our local schools, industry and central government understand the regional priorities through Local Insights Reports, updated Marlborough environmental scan and stakeholder engagement.

Research best practice examples of connections between schools and industries that inform young people about career opportunities and facilitate the pathway from school to employment.

Support the Education to Employment broker, schools and industry to establish industry relevant academies in Marlborough secondary schools.

## How this contributes to our vision for the future of Marlborough

### Outcome one: A resilient, sustainable economy and workforce

- Everyone is enabled to participate fully in the labour market.

### Pathway three: People are attracted to live and work in Marlborough

- We have a 21st century education system that supports lifelong learning.

## Connection to Te Taihū Intergenerational Strategy

### Tangata – People and Communities:

A more mobile and informed learner across generations.

**Tangata – People and Communities / Mātauranga – Knowledge:** Education will need to be transformed to adapt to shifts in the workplace. More focus will need to be given to vocational training, not just in traditional qualifications. Skillsets will need to be built to meet the future economy.

**Mātauranga – Knowledge:** Knowledge helps us to be productive, enables people in Te Taihū to gain employment and start their own businesses, and allows businesses to bring in the skills to grow.

**Mātauranga – Knowledge:** We may need to find new, creative ways to grow our knowledge and to nurture our intellectual capital.



## E mārama ana te katoa ki ngā āheninga ahumahi, whakangūngū hoki Everyone in the region is aware of career and training opportunities

Every year, a number of people either enter the workforce for the first time, re-enter the workforce or look to change careers. To make informed decisions, people need to be aware of what opportunities there are in Marlborough and what types of training are required for different jobs. There are many great careers available in Marlborough including in aviation, building and construction and aged residential care, but there is a lack of awareness of these opportunities.

### People entering the workforce for the first time

Each year, about 450 people finish school and roughly 200 school leavers enter the local workforce. As discussed earlier (in *Connections between schools and industry*), it is vital that young people know what opportunities are available in Marlborough. A lot of our young people leave the region after finishing secondary school. However, greater awareness of the local opportunities could help them to understand the potential for pursuing a career in Marlborough.

*“Young people don’t realise the range and extent of jobs and industries.”*

### People re-entering the workforce

Each year a number of people re-enter the workforce. This is usually from an extended time out of the labour market for reasons such as unemployment, health issues and caring responsibilities. We have 1,100 people who are unemployed as well as about 13,000 people who are not in the labour force.<sup>35</sup> Many of these people will be retired and may have no plans for future employment. However others may be interested in finding employment.

These people need to be aware of what opportunities are on offer in the region and how to best access them. They may also need extra support with job applications and interviews, or career advice to understand how their skills could be applied. This means that career services and education and employment initiatives should focus on learners at all stages, rather than just school leavers.

### People changing roles

Each year, on average 20% of people switch jobs. Research shows that about 12% of people in Marlborough change jobs and the industry that they are working in annually (e.g. retail to admin).<sup>36</sup> This compares to about 2% of the workforce that change jobs, stay in the same industry and stay in Marlborough (e.g. cellar hand to wine maker). This means that we have a large number of people who are either retraining or transferring their skills to another role.

People can be forced to change roles due to labour market downturns or changes to roles. A 2020 study found that Māori and Pasifika are much more exposed to labour market fluctuations than Europeans.<sup>37</sup>

When people are changing industries, they will often need to learn and earn at the same time. This means that education and training need to be provided in ways that enable people to continue earning, such as online or on the job training. Training and education also needs to be provided locally, as often people have family or work commitments that mean they aren’t able to relocate to retrain. We currently see this with nurse training which is provided in Nelson but not in Marlborough, and aquaculture training which can mostly be studied online but requires students to travel to Nelson for block courses.

## Actions for year one

Research best practice examples of industries that have taken actions to communicate career and training opportunities.

Advocate for local data collection, presentation and insights that are relevant to Marlborough, and relevant for our key stakeholders – for example, iwi/Māori data analysis.

## Connection to Te Taihū Intergenerational Strategy

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## How this contributes to our vision for the future of Marlborough

### Outcome one: A resilient, sustainable economy and workforce

- The workforce and local industry are multi-skilled and adaptable to change.

### Pathway one: Diverse opportunities for meaningful employment

- Businesses offer career pathways and development supported by training options offered locally, either in person or online.

### Pathway three: People are attracted to live and work in and from Marlborough

- People see the opportunities in Marlborough and want to live here.
- We have a 21st century education system that supports lifelong learning.



## Ngā putanga toharite ki a ngāi Māori mā roto i te mātauranga me mahi Enabling equitable outcomes for Māori through education and work

Māori make up an increasingly significant part of the working age population yet experience disparate and inequitable education and employment outcomes. Across Te Taihū we have eight post settlement iwi that are well established and have growing investment portfolios and interests in the region. Iwi/Māori businesses employ more Māori, and this has flow on effects for lifting participation and employment for Māori.

There is a large, young and growing Māori population in our region, with skills in mātauranga Māori and te reo Māori, and who have strong hapū and whānau ties. Over 20% of our school students identify as Māori.<sup>38</sup>

Māori are overrepresented in our unemployment, and underutilisation statistics as well as having poorer education and health outcomes. We acknowledge the role the RSLG can play in eliminating inequities. We have heard from iwi and Te Kotahi o Te Taihū Trust that some whānau are struggling due to the impacts of COVID-19 and longer-term systemic issues. We have been challenged to think beyond equity and to be part of the effort to enable Māori to thrive. This includes embedding Te Tiriti principles in all that we do, including enabling:

- Tino rangatiratanga – Māori, hapū and iwi having control over their resources, culture and communities.
- Ōritetanga – Māori having equal rights, as citizens of Aotearoa New Zealand.

The importance of this was highlighted in Te Mahere Whai Mahi Māori, the Māori Employment Action Plan.

In engaging with Māori, we have heard the call and the desire for Māori to be active partners in designing and delivering services in ways that enhance Māori outcomes – often referred to as Mā Māori, Mō Māori, ki a Māori (for Māori, by Māori, with Māori).

One way in which this could be supported is through social procurement. When government (both local and central) engages in social procurement, there is the opportunity to increase the number of jobs for Māori, as well as help Māori to attain more skilled and highly paid roles. Social procurement would also support the development of Māori businesses.



## Actions for year one

Connect to the Te Taihū Intergenerational Strategy and the ngā mahi matua (our actions) for Pūtea (Economy) – Oceans Economy Strategy by collaborating with the Nelson Tasman RSLG on aquaculture.

Advocate to central and local government for Māori/iwi data for Te Taihū to ensure that there is an evidence base for interventions to inform planning and to identify gaps in service provision e.g. consistent data sets across agencies.

Advocate for Mā Māori, Mō Māori, ki a Māori solutions to workforce and skills issues. For example, continued funding for Te Kotahi o Te Taihū Trust Work Brokers and other initiatives.

## Connection to Te Taihū Intergenerational Strategy

**Whanaungatanga:** We value relations, we will work together and with tangata whenua.

**Manaakitanga:** We care and support one another.

**Mana Taurite:** We are inclusive and strive for equity and equality.

## How this contributes to our vision for the future of Marlborough

### Outcome one: A resilient, sustainable economy and workforce

- Everyone is enabled to participate fully in the labour market.
- We recognise and respect the importance of the whenua and taio (the land and our natural world) to our identity and our economy.

### Outcome two: An enabled Māori Economy

- We are connected and working towards the aspirations of the Te Taihū Intergenerational Strategy – Tūpuna Pono: To Be Good Ancestors.
- We are working in partnership with iwi/Māori and supporting their aspirations.

### Pathway one: Diverse opportunities for meaningful employment

- There is a wide range of flexible employment opportunities to attract people from diverse backgrounds.

### Pathway three: People are attracted to live and work in and from Marlborough

- We have an inclusive community that enables all people to thrive including Māori, older workers, new arrival and young people.

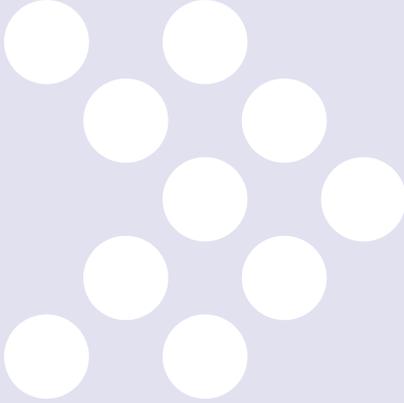




© Wine Marlborough, Richard Briggs Photography

# Ō mātou whāinga ā-rāngai Our focus sectors

This section explores the focus sectors for the 2022 RWP. This includes key statistics, regional challenges and opportunities, and how we will work with the sector to effect change.



# Tautiakitanga noho kāinga Aged residential care

Around 500 people in Marlborough are employed directly in the aged residential care (ARC) sector in a range of roles from caring roles (nurses and carers/kaiāwhina) and non-care roles (cleaners, activity co-ordinators, cooks). There is growing demand within the sector due to our ageing population, the new Summerset development and the redevelopment of many of our rest homes.

There are current and longstanding skill shortages across most roles in the sector. Despite this, a lot of employees are not contracted to work full-time or are only working 32 hours a week. This may mean the workforce is not fully utilised.

While there is reform of the health system underway, there is an opportunity to look at what we can do locally to solve skills shortages and prepare for the growing demand.

## Challenges and opportunities

- Demand is growing in the sector as our population ages.
- The sector provides quality employment with clear career pathways in some instances.
- Reform of health sector advocates for people working to top of scope.
- There is currently a skills and labour shortage across a variety of roles.
- Attraction and retention of staff is difficult as people are often attracted to larger centres or higher paid roles. There is a turnover rate of 30% across the industry.
- Migrants fill the skills and labour gaps, and aged residential care nurse is on the long-term skills shortage list. Forty per cent of registered nurses in the Nelson Marlborough DHB are on a visa, as are one quarter of our caregivers.
- The tendency towards part-time employment, or that of less than 40 hours a week, can lead to people being underutilised. Employment is usually on a "four days on four days off" model which can be a barrier for people that require childcare.



- Training for nursing is not on offer locally and there is also no local training to transfer international qualifications.
- Training for caring roles through Careerforce is offered online only. This is a barrier for some people.

### Cross cutting challenges

- Perceptions of industry.
- Connection between schools and industry.
- Career pathways.
- Attraction to Marlborough.
- Awareness of the opportunities.

### Immediate actions

- Support health training provision in Marlborough.
- Support implementation of the 2021 Marlborough workforce plan in collaboration with Toitū te Waiora. Five workstreams: perceptions, pathways, pay and condition, regional recruitment and connections with schools.

### Progress to date

- Workshop with local ARC providers, education providers and government agencies to identify local issues and develop solutions.
- **Marlborough ARC workforce plan developed.** As a result, NMIT committed to running a local nursing course, schools have connected with ARC providers and people have been placed in employment.

## Key regional facts



### Filled jobs

About 500



### GDP

Unknown



### Skills

Nurses level 7 bachelor's degree and extra training

Carers/kaiāwhina training offered up to level 5



### Local training

Careerforce (level 2 – 5)

Some workplaces also offer their own training



### Migrant labour

40% of registered nurses in the Nelson Marlborough DHB are on a visa, as are one quarter of our caregivers

36% of residential care services workforce



### Demographics

Wider health sector is 85% female

Māori/non-Māori participation rates the same



### Future growth

About 400 in ARC



### Relevant plans

[www.kaiawhinaplan.org.nz](http://www.kaiawhinaplan.org.nz)

# Ahumoana Aquaculture

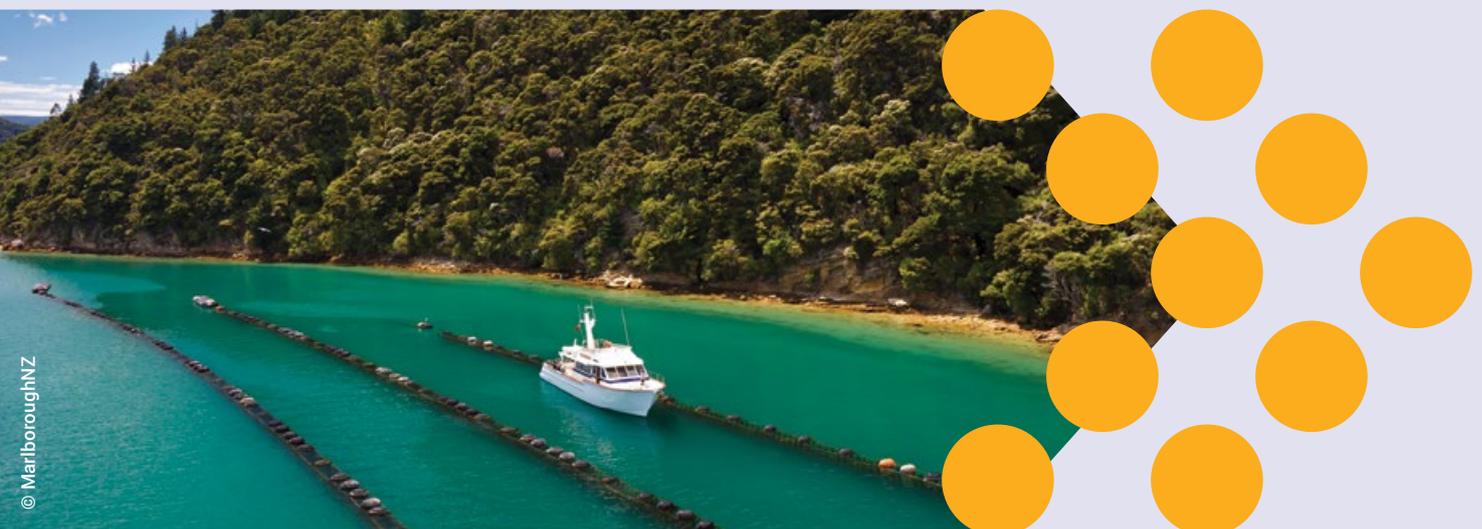
Marlborough produces about 50% of New Zealand's exported aquaculture products, mostly mussels and salmon. Jobs in the sector are a mix of onshore processing and aquaculture.

The importance of the sector across Te Taihū was identified in the Te Taihū Intergenerational Strategy. Iwi across Te Taihū are invested in marine farming and have identified the development of an Oceans Economy Strategy as a priority area for strengthening our regional economy. We are collaborating with the Nelson RSLG to take a Te Taihū approach to the sector. This aligns with the government's strategy of growing the sector to \$3 billion by 2025.

Employment in the sector is primarily located in Havelock, Blenheim and Picton. The sector is important in these parts of Marlborough as it provides employment where there may otherwise be limited job opportunities. The sector offers a mixture of seasonal work and full-time employment.

## Challenges and opportunities

- The sector is a large regional employer, especially in Havelock.
- There is significant local investment in the sector exemplified by the new processing and nutraceuticals plant.
- The sector underpins our expert manufacturing/engineering sector especially in boat building and equipment.
- There is an opportunity to engage with the expert manufacturing industry transformation plan as well as other government work related to the aquaculture strategy.
- The sector's workforce is projected to double nationally.
- As the sector changes, there will likely be an increase in specialist skills needed.
- There is limited data about the number of people employed in the seafood sector and in what roles.
- The number of people willing and able to work in the sector has been declining. Accommodation, transport and social isolation have been raised as barriers to recruitment. This is especially relevant for roles in Havelock which require private transport.



- There is an ongoing labour and skills shortage across a variety of roles.
- Pay for aquaculture farming operations is comparatively low.
- Working conditions are off-putting for some– it is often characterised by hard physical work, high risk environments and drug and alcohol testing.
- The seasonal nature of some roles limits the opportunities for full-time, permanent roles.
- There is limited local training and many roles have no opportunity to upskill.
- Warming in the Marlborough Sounds will likely impact the ongoing nature of the sector locally.

### Cross cutting challenges

- Recruitment difficulties due to perceptions of the industry.
- Career pathways.

### Immediate actions

- Support Aquaculture New Zealand to implement their draft workforce plan across Te Taihu in collaboration with the Nelson Tasman RSLG and Muka Tangata and other government agencies including MPI and MSD. Actions are focused around, pathways and promotion, perceptions, projections, pastoral support, people progression, immediate shortfall (migrant labour) and investment in the system (transformation).

### Progress to date

- Stakeholder engagement with Aquaculture New Zealand, Marine Farming Association and industry on the aquaculture workforce strategy.

## Key regional facts



### Filled jobs

1,200 people



### GDP

\$106 million



### Skills

Mix of semi-skilled, skilled and highly skilled roles

11% of shore-based processing requires a qualification

57% of aquaculture requires a qualification



### Local training

NMIT (block course in Nelson)

Skippers tickets and diving courses

Primary ITO



### Migrant labour

Currently very low reliance on migrant labour

Onshore processing: increasing reliance, especially people on working holiday visas



### Demographics

Nationally 65% male



### Future growth

Workforce likely to double nationally but labour and skills implications not known



### Relevant plans

[www.mpi.govt.nz/dmsdocument/15895-The-Governments-Aquaculture-Strategy-to-2025](http://www.mpi.govt.nz/dmsdocument/15895-The-Governments-Aquaculture-Strategy-to-2025)

# Ahumairangi Aviation

Marlborough has a long and rich aviation history, from the first crossing of the Cook Strait in 1920 to the first electric aircraft flight across water in 2021. There are two distinct hubs. At Omaka we have the Omaka Aviation Centre, aerodrome and aviation related business. We also have a hub around Woodbourne Airbase with the Defence Force (NZDF), airport, NMIT training, Airbus and the airlines.

Aviation is a unique part of the Marlborough story, and we've heard that people are attracted to live in Marlborough because of this.

There is a skilled and strong workforce which supports our planes, with Airbus providing highly skilled and specialist support to both the air force and Air New Zealand.

## Challenges and opportunities

- The sector provides high skilled roles in the region and attracts people to the region.
- The Omaka Aviation Heritage Centre and the Classic Fighters Omaka Airshow are large tourism attractions for the region.
- NMIT's aviation engineering training is the only public training nationally. Maintenance engineers are an identified skills shortage.
- NZDF's fleet upgrade will mean the new, larger planes will unlikely be able to land at the Marlborough airport given the current runway size. This will impact the current aircraft maintenance and engineering workforce who are specialised in servicing these planes and will require upskilling.
- There is a move to low emission planes. Sounds Air has indicated that it will start flying electric passenger flights by 2026. Air New Zealand and Airbus have also launched a zero-emission aircraft project that focuses on the use of hydrogen planes.



- As companies start to transition to low emission aircrafts, this will bring with it new requirements for skills across a variety of roles.
- There are constraints on how the land around Woodbourne is used. The majority of the land at Woodbourne is owned by the Crown and leased by different parties, including the Marlborough Airport and Airbus. Consent from the Crown is required before any building work takes place.
- The aviation engineering course is run on the air force base. This limits the type of students that can enrol due to security requirements, precluding international students or anyone with criminal convictions.

### Cross cutting challenges

- Connections with schools.
- Local knowledge of the career and training opportunities.
- Career pathways.

### Immediate action

- Support formation of a group to discuss the development of an aviation workforce plan.

### Progress to date

- Sector meeting as part of stakeholder workshops.
- **No regional workforce plan.**

## Key regional facts



### Filled jobs

500 – 1,000



### GDP

Unknown



### Skills

High skilled



### Local training

NMIT aviation engineering  
Pilot licence training –  
Marlborough Aero Club



### Migrant labour

Unknown



### Demographics

Unknown



### Future growth

Change in skills required – new planes  
and also changing engines



### Relevant plans

N/A

# Ngā mahi hanganga Building and construction

Building and construction is a large employing sector in Marlborough. It employs about 10% of our people and accounts for about 20% of our self-employed. Having a strong building and construction sector is a key part of Marlborough's growth and development.

There is strong demand within the sector due to three large projects planned within the next five years as well as ongoing residential construction.

Availability and affordability of housing has been identified as a key barrier in the region. Having a well-resourced construction industry will support efforts to address this.

## Challenges and opportunities

- There is strong demand with the Picton Ferry Precinct Redevelopment, the Marlborough Schools Te Tatoru o Wairau Project, the new Summerset retirement village, as well as other residential and commercial construction and infrastructure projects.
- There is an opportunity to engage with the work of the Construction Accord.
- There is an estimated immediate shortage of about 1,500 workers across 2022 and 2023 across the vertical workforce. Demand for workers is within carpentry, painting and decorating, and non-residential construction.
- In the past when there have been surges in demand for workers in the region, we have been able to source workers from other places in New Zealand or from overseas. The ability to rely on an outside workforce will be limited by the current nationwide construction boom and the impact of COVID-19.
- Training is offered locally through ITO and NMIT but this is multi-year training with no option to upskill quickly.



- There is a tangible opportunity to connect into schools and to build off the opportunities with the colleges rebuild.
- There is a lack of awareness of the reality of the industry and pre-trades training means that people drop out of apprenticeships.
- The sector is male dominated which can act as a barrier to women entering the profession.
- Limited accommodation and housing are restraining both attracting permanent workers and also a more short-term surge workforce.

### Cross cutting challenges

- Perceptions of the industry.
- Connections between industry and schools.
- Housing and short-term accommodation for surge workforce.

### Immediate action

- Support implementation of Marlborough workforce plan in collaboration with Waihanga Ara Rau.

### Progress to date

- We worked with BCITO and subsequently Waihanga Ara Rau (Construction and Infrastructure) Workforce Development Council (WDC) in the development of a **Marlborough Workforce Plan**.
- Three workshops were held with industry, education providers and government to explore opportunities to address the labour needs.

## Key regional facts



### Filled jobs

3,000



### GDP

\$203 million



### Skills

Unskilled 3%  
Low skilled 19%  
Semi-skilled 36%  
Skilled 10%  
Highly skilled 32%



### Local training

Waihanga Ara Rau (Construction and Infrastructure) and NMIT – apprenticeships



### Migrant labour

5% of total workforce



### Demographics

Male dominated 85%.  
Almost one in five Māori men are working in construction



### Future growth

1,500 shortfall for 2022/2023 in vertical construction



### Relevant plans

[www.waihangaarau.nz/research/regional-reports/marlborough](http://www.waihangaarau.nz/research/regional-reports/marlborough)

# Te rāngai waina

## Wine

The wine sector is the largest industry in Marlborough and produces around 80% of New Zealand's exported wines. It is also a large employing sector which accounts (both directly and indirectly) for one in five jobs in the region and contributes to about 20% of Marlborough's GDP. Wine's contribution to the Marlborough economy has grown by 300% since 2000 and continues to grow.

Skills gaps and labour shortages occur as the wine industry's rapid growth outpaces labour supply. With the projected growth the sector needs to ensure that it can both build the capability of the permanent workforce and meet seasonal labour demands. This is across all parts of the sector including bottling, transport and professional services.

### Challenges and opportunities

- The sector is large with many career opportunities including in many supporting sectors.
- There is a lot of research occurring locally at Bragatto Research Institute and Plant and Food Research.
- Underpinning expert manufacturing/ engineering sector particularly in equipment and machinery.
- Technology will play an important role in the sector e.g. move to autonomous vehicles. This will bring new skill requirements.
- There is an opportunity to engage with the Agritech Industry Transformation Plan as well as Expert Manufacturing Industry Transformation Plan.
- Marlborough Winegrowers are committed to developing a regional workforce plan.
- There is the potential to develop local education offerings through NMIT and Primary ITO.
- Need to build the capability of the permanent workforce to support the industry's future sustainability and success.



- Need to address seasonal challenges around labour by looking at all solutions (locals, innovation and migrant labour).
- There is large seasonal demand for workers and heavy reliance on temporary and transient labour.
- Projected growth in plantings will lead to increased seasonal demand and permanent workforce.
- Difficulty with recruiting staff means some office jobs are moved out of the region.
- Growers require innovation in mechanisation and an efficient and experienced workforce to maintain the economic benefit for Marlborough.

### Cross cutting challenges

- Perceptions of industry.
- Connections between industry and schools.
- Need to develop career pathways.
- Lack of residential and short-term accommodation for seasonal workforce.

### Immediate action

- Support Wine Marlborough to develop a workforce plan for the Marlborough wine industry in collaboration with Muka Tangata.

### Progress to date

- Engaged with the wine sector, NMIT and government to explore solutions to address labour shortages. This included short courses and industry open days.
- **Currently developing a regional workforce plan.**

## Key regional facts



### Filled jobs

6,000



### GDP

\$571 million



### Skills

Unskilled 26%  
Low skilled 21%  
Semi-skilled 8%  
Skilled 7%  
Highly skilled 38%



### Local training

NMIT, Primary ITO



### Migrant labour

3,000 RSE (winter) and 1,000 RSE (summer).  
1,000 cellar hands (autumn)



### Demographics

High migrant workforce  
70% male



### Future growth

17% increase in FTEs projected



### Relevant plans

[www.wine-marlborough.co.nz/workspace/uploads/Marlborough%20Wine%20Industry%20Growth%20Forecast%202020%20Executive%20Summary%20-%20May%202021%5B1%5D\\_1.pdf](http://www.wine-marlborough.co.nz/workspace/uploads/Marlborough%20Wine%20Industry%20Growth%20Forecast%202020%20Executive%20Summary%20-%20May%202021%5B1%5D_1.pdf)

# Ngā tūmahi Actions

The RSLG's resources to implement our RWP is the 12 members of the RSLG (up to 12 hours per month), as well as about 1.5 FTEs from MBIE. We do not have a specific budget for implementation. As such, our actions reflect the reality of our resourcing. We do not want to over promise and under deliver. The realisation of this RWP will take the collaboration and execution by our wider community and industry.

## Focus areas identified through consultation

Key audiences for these messages are parents and their children, career changers and those making lifestyle choices about where they want to live and what they want to do in a post-COVID world. There are significant synergies across three of our themes and associated actions; Career and learning pathways, connections between schools and industry/education providers, and everyone in the region is aware of career and training opportunities.

## 1. Marlborough as an attractive place to live and work

**Why:** Marlborough is not always perceived as an attractive place to live and work.

**What we will do:** Develop a collective approach to attracting people to the region. Starting with understanding what attracts people to Marlborough, who are the people employers need to attract and best practice examples from other regions.

### Action 1.1

Undertake research with people who have made decisions about moving to, or staying in Marlborough in the last 1 – 5 years, to understand how they perceived Marlborough, and what influenced their decisions, in order to identify expectations and gaps. Year 1 (2022 – 23).

### Action 1.2

Collect data from industry on how many people are required and the necessary skills and attributes. Year 2 (2023 – 24).

### Action 1.3

Identify who Marlborough can effectively target based on preferences and demographics to support more focused advertising. Year 3 (2024 – 25).

### Action 1.4

Investigate what other regions have done to successfully attract people to their region. Year 4 (2025 – 26).

### Action 1.5

Encourage collaboration between employers, to create a system where employers can collectively advertise, attract candidates, and share applications. Year 5 (2026 – 27).



## 2. Career and learning pathways

**Why:** Career and learning pathways are not always clear for people looking to enter an industry or even for people currently within the industry.

**What we will do:** Support training providers and industries to identify and communicate the career and learning pathways available in Marlborough.

### Action 2.1

Identify best practice examples for sharing career and learning pathways including the potential for the creation of a centralised careers advisory service in Marlborough. Year 1 (2022 – 23).

### Action 2.2

Identify one industry to collaborate with who is ready, willing and able to trial actions to identify and communicate the career and learning pathways available in Marlborough. Year 2 (2023 – 24).

### Action 2.3

Share examples of best practice (see 2.1), the results from the trials (see 2.2) and encourage Marlborough industries to take actions to identify and communicate the career and learning pathways available in Marlborough. Year 3 (2024 – 25).

### Action 2.4

Develop graduate profiles with NMIT and industry so that learners, employers and educators know what sorts of skills employers are looking for. Year 4 (2025 – 26).

## 3. Perceptions of industries and careers

**Why:** People have poor perceptions about our local industries including low pay, poor working conditions, limited career opportunities and environmental impacts.

**What we will do:** Support industries to take actions to improve perceptions of their industry and career opportunities.

### Action 3.1

Undertake research into best practice examples of industries that have taken actions to improve perceptions of their industry and career opportunities. Year 1 (2022 – 23).

### Action 3.2

Identify one industry to collaborate with who is ready, willing and able to trial actions to improving perceptions of their industry and career opportunities. Year 2 (2023 – 24).

### Action 3.3

Share examples of best practice (see 3.1) and, the results from the trials (see 3.2) and encourage Marlborough industries to take actions to improve perceptions of their industry and career opportunities. Year 3 (2024 – 25).

## 4. Connections between schools and industry/education

**Why:** There are poor connections between schools and industry. This contributes to our young people not knowing what the career opportunities are in Marlborough and it limits the pathways from school to employment.

**What we will do:** Support schools and industry to work together on opportunities to inform our young people about career opportunities in Marlborough and facilitate the pathway from school to employment.

### Action 4.1

Communicate analysis and insights from available data on workforce and skills issues to help our local schools, industry and central government understand the regional priorities through Local Insights Reports, an updated Marlborough environmental scan and stakeholder engagement. Year 1 (2022 – 23).

### Action 4.2

Research best practice examples of connections between schools and industries that inform young people about career opportunities and facilitate the pathway from school to employment. Year 1 (2022 – 23).

### Action 4.3

Support the Education to Employment broker, schools and industry to establish industry relevant academies in Marlborough secondary schools. Year 1 (2022 – 23).

### Action 4.4

Broker introductions between schools and industry to promote opportunities for collaboration. RSLG members may broker introductions based on contacts, support others who are best placed to do this such as the Education to Employment broker, and communicate opportunities such as careers events, programmes that link school students with industry (Gateway, Trades Academy) etc. through our communications to stakeholders. Year 2 (2023 – 24).

### Action 4.5

Lead work with the post-secondary education and training providers in Marlborough to identify solutions to ensure our young people are informed about what they offer. Year 2 (2023 – 24).

### Action 4.6

Sharing the examples of best practice (see 4.2), encourage schools, careers advisors, industry and community organisations to develop relevant and timely careers advice and support for rangatahi and whānau. Year 3 (2024 – 25).

### Action 4.7

Investigate how to overcome some of the barriers to employment raised by community groups such as youth resilience and anxiety. Year 4 (2025 – 26).

## 5. Everyone in the region is aware of career and training opportunities

**Why:** A large number of people change careers, enter or re-enter the workforce every year. People need to be aware of what opportunities there are in Marlborough, both in terms of training and jobs.

**What we will do:** Support employers and training providers to communicate to people changing careers, entering or re-entering the workforce so that they are aware of what opportunities there are in Marlborough in terms of jobs, training and earn-while-you-learn options that will become increasingly important as our industries undergo technological change.

### Action 5.1

Research best practice examples of industries that have taken actions to communicate career and training opportunities. Year 1 (2022 – 23).

### Action 5.2

Advocate for local data collection, presentation and insights that are relevant to Marlborough. Year 1 (2022 – 23).

### Action 5.3

Identify one industry to collaborate with who is ready, willing and able to trial actions to communicate career and training opportunities. Year 2 (2023 – 24).

### Action 5.4

Share examples of best practice (see 5.1), the results from the trials (see 5.2) and encourage Marlborough industries to take actions to communicate career and training opportunities. Year 3 (2024 – 25).



## 6. Enabling equitable outcomes for Māori through education and work

**Why:** Outcomes for Māori in our region are not what they should be. Māori are overrepresented in our unemployment and underutilisation statistics and have poorer education and health outcomes. We have been challenged to think beyond equity and to be part of the effort to enable Māori people. There is limited Māori/iwi data to form an evidence base to inform planning and to identify gaps.

On a positive note there are a growing number of iwi/Māori businesses, a young and growing Māori population who will make up an increasingly significant part of the working age population in the future and significant capital with the eight iwi of Te Taihū having settled and holding significant assets across the region.

**What we will do:** Work towards the aspirations of the Te Taihū Intergenerational Strategy – Tūpuna Pono: To Be Good Ancestors. Work in partnership with iwi/Māori to support their aspirations and objectives.

### Action 6.1

Connect to the Te Taihū Intergenerational Strategy and the ngā mahi matua (our actions) for Pūtea (Economy) – Oceans Economy Strategy by collaborating with the Nelson Tasman RSLG on aquaculture. Year 1 (2022 – 23).

### Action 6.2

Advocate to central and local government for Māori/iwi data for Te Taihū to ensure that there is an evidence base for interventions to inform planning and to identify gaps in service provision e.g. consistent data sets across agencies. Year 1 (2022 – 23).

### Action 6.3

Advocate for Mā Māori, Mō Māori, ki a Māori solutions to workforce and skills issues. Year 1 (2022 – 23).

### Action 6.4

Work in partnership with iwi/Māori to support their aspirations and objectives for solutions to workforce and skills challenges. Year 2 (2023 – 24).

## For our focus sectors

Support each sector to develop a workforce plan and support the implementation of this plan.

- **Aquaculture:** Support Aquaculture New Zealand to implement their draft workforce plan across Te Taihū in collaboration with the Nelson Tasman RSLG and Muka Tangata.
- **Aviation:** Support formation of a group to discuss the development of an aviation workforce plan.
- **Aged residential care:** Support implementation of the Marlborough workforce plan developed in 2021 in collaboration with Toitū te Waiora.

Acknowledge the importance of health to Marlborough in general, and advice to Tertiary Education Commission on training.

- **Building and construction:** Support implementation of Marlborough workforce plan in collaboration with Waihanga Ara Rau.
- **Wine:** Support Wine Marlborough Ltd to develop a workforce plan for the Marlborough wine industry in collaboration with Muka Tangata.



## Advice to Tertiary Education Commission and training providers

- Support the establishment and delivery of Bachelor of Nursing course in Blenheim.
- Support establishment and delivery of Competency Assessment Programme (CAP) in Blenheim for internationally qualified nurses or New Zealand registered nurses who have been out of practice for 5+ years.
- Support the establishment and delivery of New Zealand Certificate in Study and Career Preparation Hauora Pathway for Health in Blenheim to prepare candidates for applying for the Bachelor of Nursing or other degree or diploma related to health.
- Improve access to a wide range of health workforce related courses and training in Marlborough, through local delivery, distance learning (e.g. online) and/or block courses delivered in Marlborough.
- Support the establishment and delivery of Te Tiriti o Te Tauihu training for organisations that need to interact with iwi e.g. RMA consultation.
- Support the development of an aquaculture apprenticeship.
- Support the online delivery of an aquaculture degree in Marlborough.
- Support the delivery of aviation engineering.
- Support NMIT delivery of viticulture and wine related courses.
- Support sufficient and suitable professional development for managers, e.g. leadership capabilities and competencies across middle managers tailored to the specific needs of local industries.
- Support sufficient and suitable employability skills and work readiness, for all groups but especially for rangatahi/youth.
- Support sufficient and suitable digital skills training.
- Support sufficient and suitable careers advice provision.

## Advice to central government and funding organisations

- Fund Mā Māori, Mō Māori, ki a Māori solutions. Just one successful example is the Te Kotahi o Te Tauihu Charitable Trust Work Brokers, but there are many other opportunities.
- Fund support for connections between schools and industry. Successful examples include the Education to Employment brokers, and industry relevant academies, but there are many other opportunities.
- Support social procurement initiatives including support for building Māori capability and capacity through Mā Māori, Mō Māori, ki a Māori solutions.
- Provide Marlborough regional data, not combined with other regions (e.g. West Coast, Tasman, Nelson or the deplorable Other South Island category).
- Provide Māori/iwi data for Te Tauihu to ensure that there is an evidence base with consistent data sets across agencies.

# Ngā mahi me ngā whakaaro whakamutunga

## Final steps and thoughts

This RWP is a snapshot in time in mid-2022. It has been developed with the backdrop of the COVID-19 pandemic which is impacting our community and labour market.

The relationships we have formed this year will give us a good foundation going into 2023. This includes our relationship with iwi, our local community as well as WDCs and other locally based government agencies. Over the next year we will work with you, our community and industries, to implement the actions set out in this plan.

Part of our role over the past year has been to figure out what we know and don't know about Marlborough's labour market and sectors. Going forward, we will deepen our understanding of the workforce needs in Marlborough, both now and in the future, and how our education and training can best respond.

The RWP will be presented to the government, and a formal response to the Plan will be provided by the end of 2022.

The RSLG is not a time limited programme of work. This is our first plan, and we will be refreshing the RWP on an annual basis with a full review every three years. This will give us the opportunity to bed in our work and make sure we are heading in the right direction.



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### Acknowledgements

#### Members of the RSLG:

Corey Heberd, Jennifer Moxon, Craig Churchill, Stephanie Benseman, Celia Daniels, Neil Henry, Tracy Johnston, Marcus Pickens, Kay Saville-Smith and Mark Watson.

#### Previous and interim members:

Erika Te Whiu, David Kettley, Brendon Burns, Liz Buttimore, Nick Chin, Nita Van Grinsven, Phil Robinson, Rita Powick and Steve McManus.

#### We would also like to thank

Marlborough District Council for collaborating with us as they developed their economic wellbeing strategy, including through workshops with key regional stakeholders.



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2. The six WDCs cover Construction and Infrastructure; Community Health, Education and Social Services; People, Food and Fibre; Manufacturing, Engineering and Logistics; Services; and Toi Mai (includes a range of industries including technology, hair dressing, sports and recreation etc) See: <https://www.ohumahi.nz/>
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## ISBN

Print 978-1-99-116422-3

Online 978-1-99-116423-0

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