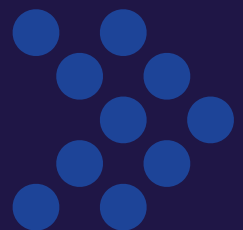
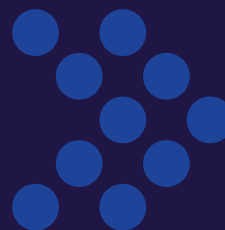
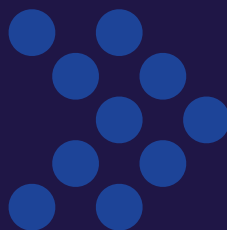




Marlborough
**REGIONAL SKILLS
LEADERSHIP GROUP.**

Te Mahere Ohumahi ā-Rohe
o Te Taihū o Te Waka-a-Māui
Marlborough Regional Workforce Plan 2023

Published July 2023





Ihirangi

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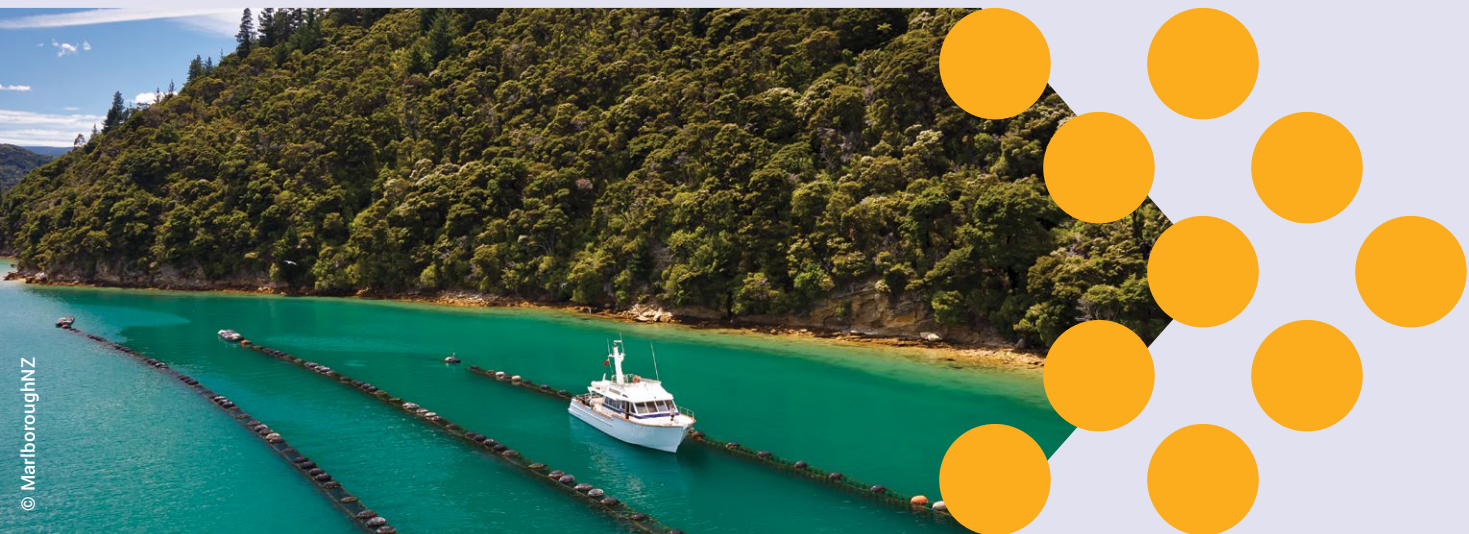
Tō mātou horopaki ā-rohe Our regional context

Welcome to the 2023 Marlborough Regional Workforce Plan. This is the first annual review and refresh of our inaugural **Te Mahere Ohumahi ā-Rohe o Te Taihū o Te Waka-a-Māui / Marlborough Regional Workforce Plan (2022 RWP)**.

This document is not designed to replace the 2022 RWP, but rather to build on it. In this plan you will find highlights from the last year that showcase some of our region's achievements, actions we will focus on over the next year, the advice we provided to the Tertiary Education Commission (TEC) to help focus their funding decisions for 2024, and progress on our year one priority actions.

To ensure our work remains relevant, we will complete another annual review next year, with a full review in 2025.





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Co-chairs' introduction

Tēnā koutou katoa

In the year since we launched Te Mahere Ohumahi ā-Rohe o Te Taihū o Te Waka-a-Māui / Marlborough Regional Workforce Plan, we have been encouraged by the engagement and support we have seen from our community. This collaborative approach has enabled our Marlborough Regional Skills Leadership Group (RSLG) to provide a strong regional voice on workforce issues, grounded in local knowledge, experience, and insights.

This is our first annual review and refresh of the 2022 RWP. It has given us the opportunity to review our work, celebrate our successes, and make sure we are heading in the right direction. We have accomplished a lot in the short time since we launched the 2022 RWP. As we move into year two, there is still much to be achieved.

Our six focus areas and five focus sectors remain relevant and aligned with our vision for the future of Marlborough. We have taken this opportunity to broaden two focus sectors to better capture their unique challenges – *Aged residential care* becomes *Health*, and *Aviation* becomes *Aerospace*. We also highlight exciting emerging industries that we anticipate becoming increasingly important in our region's economy, such as medical cannabis research and cultivation.

Our work is aligned with and complements the **Te Taihū Intergenerational Strategy 2020** which sets out the vision for the future of the region. We are connecting to their Oceans Economy Strategy by collaborating with the Nelson Tasman RSLG on Aquaculture. We are also adding our voice to the call for Māori/iwi data for Te Taihū to ensure

that there is an evidence base for interventions, and advocating for Mā Māori, Mō Māori, ki a Māori solutions to workforce and skills issues.

Through our local partnerships we have deepened our knowledge of Marlborough's current and future workforce needs, and how our local education and training can respond and contribute. We have built relationships with the newly established Workforce Development Councils (WDCs) so we can better understand the skills needed by employers in their industries. We incorporated our understanding and regional insights into our April 2023 advice to the TEC for consideration when making their funding decisions for 2024 delivery.

We see the different parts of the system falling into place. We all have a role to play, and the Marlborough RSLG will continue influencing, collaborating, and co-ordinating with our community to unlock Marlborough's potential.

Finally, we would like to give our thanks to our RSLG members, our community, and our partners. Together we play a critical part in the successful delivery of our workforce plan and achieving our vision for the future of Marlborough.



Corey Hebbard
Co-chair



Jennifer Moxon
Co-chair



Our vision for the future of Marlborough

Our vision for the future of Marlborough's workforce continues to guide us. Each of our actions contribute to the outcomes we have identified.

Our mission statement:

Advance our future workforce together

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



The **outcomes** we want

- A resilient, sustainable economy and workforce that supports carbon net zero by 2050
- An enabled Māori economy

The **pathways** to get there

- Diverse opportunities for meaningful employment
- Equitable workplaces
- People are attracted to live and work in and from Marlborough

Our 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

Our focus **sectors**

- Hauora / Health*
- Ahumoana / Aquaculture
- Te ahumairangi / Aerospace**
- Ngā mahi hanganga / Building and construction
- Te rāngai waina / Wine

* Previously Tautiakitanga noho kāinga / Aged residential care

** Previously Ahumairangi / Aviation

Tō tātou ao tuku mahi

Our labour market

Our labour market environment has not changed significantly since we developed our workforce plan.

The labour market has continued to tighten with Marlborough experiencing the lowest unemployment rate (0.3%) and underutilisation rate (5.5%) in the country for the March 2023 quarter.¹ These figures are estimates due to the small sample size. The small sample size also means there are no Marlborough figures available for Māori employment and youth aged 15–24 years who are not in employment, education, or training.

The lack of regional information limits our ability to identify gaps and plan solutions to workforce and skills challenges, particularly for these priority groups. Generally, the quantitative evidence base for workforce and skills in Marlborough is poor or non-existent. In our **Marlborough Regional Workforce Outlook 2023** overarching advice, we recommended creating an evidence base to inform decision making and monitor change.

See our **Environmental Scan** and **2022 RWP** for additional information about our labour market and skills requirements.



A broader focus for two sectors

In the 2022 RWP we identified five focus sectors:

- Tautiakitanga noho kāinga / Aged residential care
- Ahumoana / Aquaculture
- Ahumairangi / Aviation
- Ngā mahi hanganga / Building and construction
- Te rāngai waina / Wine.

In consultation with our community, we have broadened our approach in two focus sectors to better capture their unique challenges.

Aged residential care has been expanded to the broader Health sector.

In our 2022 RWP we focused on Aged residential care and noted the recommendations would provide benefits across the health sector. We also signalled we would review the scope of our healthcare focus in consultation with our community. This broader approach better reflects the scope of our work, particularly in addressing current and future opportunities and challenges in this sector's workforce in Marlborough.

Aviation has been expanded to the broader category of Aerospace.

Marlborough is regarded as a centre for aviation and expanding our focus to the aerospace sector better represents the direction of this sector in our region. Aerospace is a priority sector in **Marlborough's Economic Wellbeing Strategy 2022–2032** and Marlborough aspires to be the Aerospace Training Hub in the Te Pūkenga network.

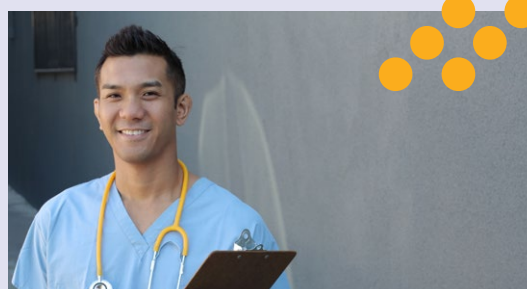


Ngā hua nui ā-rohe nō te tau kua hipa Regional highlights from the last year

A Workforce Action Plan for Aquaculture

We advocated for Aquaculture New Zealand to receive funding for their Workforce Action Plan. This funding will assist the aquaculture industry with the first stage of the action plan to develop a skilled, qualified, and diverse workforce.

We are collaborating with Aquaculture New Zealand and the Nelson Tasman RSLG to take a Te Taiuhu / Top of the South approach to the aquaculture sector. Aquaculture is one of our focus sectors and we will continue working with Aquaculture New Zealand to help achieve the actions set out in their plan, many of which align with those in our 2022 RWP.



Bachelor of Nursing available in Marlborough

The establishment and delivery of a Bachelor of Nursing programme in Blenheim was a recommendation in our 2022 RWP. From February 2023 NMIT / Te Pūkenga offered a new blended, flexible delivery approach for Marlborough students enrolling in the Bachelor of Nursing programme. First year students attend video-conference lectures and some tutorials on the Marlborough Campus three days a week, and attend the remaining classes, labs and all practical sessions on the Nelson Campus two days a week. Students are also able to complete their four-week clinical placement locally in the second semester.



Smart + Connected Aerospace industry group established

We collaborated with aerospace sector stakeholders and Marlborough District Council to form a Smart + Connected Aerospace industry group. The group has identified shared priorities including 'low emission leadership' and 'Marlborough as the Aerospace training hub'.

These priorities align with our 2022 RWP and we will continue to support the group's work. For example, in our April 2023 advice to the TEC we highlighted the important role NMIT / Te Pūkenga plays in training this sector's workforce, and the need for broader aerospace training offerings in our region.

#WELOVEITHERE skills attraction campaign

We supported Marlborough's skills attraction campaign #WELOVEITHERE. The campaign saw local businesses join forces with the Marlborough District Council, Marlborough Chamber of Commerce, and Ministry of Social Development to show visitors and remind locals about the amazing opportunities to build a career in Marlborough. The campaign included advertising at key spots in the region such as the airport, ferry terminals, cafes, and shops, and was also supported by a website and a social media competition.

Attracting people to Marlborough to live and work is one of the focus areas in our 2022 RWP. Successful campaigns like #WELOVEITHERE help people to see the range of work opportunities that are available in Marlborough.



Opening of Te Pokapū Wāina o Aotearoa / The New Zealand Wine Centre

The Prime Minister opened Te Pokapū Wāina o Aotearoa / The New Zealand Wine Centre in Blenheim in September 2022. The new wine research facility is located at the Marlborough Research Centre at Te Pūkenga's Blenheim campus and brings together industry (Wine Marlborough, New Zealand Wine, Sustainable Winegrowing NZ), science (Bragato Research Institute, Plant & Food Research, Marlborough Research Centre), and students. This is a practical demonstration of the intent of the Reform of Vocational Education. This facility aligns learners, schools, and tertiary providers, with the wine sector and science community to provide industry relevant skills in the region, enabled by central government funding.

A new state-of-the-art Experimental Future Vineyard was also announced at the opening, to be based at Te Pokapū Wāina o Aotearoa / The New Zealand Wine Centre. This facility will support productivity and quality aspirations of New Zealand's wine sector by developing new growing practices to help improve environmental outcomes and mitigate the impact of climate change.

These facilities will foster research, innovation, and collaboration in our region. Wine is one of our focus sectors and we will continue working with our partners to help meet the sector's current and evolving workforce needs.

Tō mātou arotahinga mō te tau e heke mai ana

Our focus for the next year

Over the next year we will continue to progress the work that is already underway. A number of our year one actions will become overarching guiding principles for our future work.

Our guiding principles

Communicate analysis and insights on workforce and skills issues to stakeholders, including through Local Insights Reports, the Marlborough environmental scan, and engagement.



Advocate for local data collection, presentation, and insights that are relevant to Marlborough, including Māori/iwi data.



Collaborate on education to employment initiatives across the region, such as supporting the Education to Employment broker, schools, and industry to establish relevant academies in Marlborough secondary schools.



Connect to the Te Taihū Intergenerational Strategy, including by collaborating with the Nelson Tasman RSLG on Aquaculture.



Influence efforts across all our focus sectors to help transition to a more resilient, low emissions economy, contributing to the Government's target for net zero greenhouse gas emissions by 2050.



Advocate for Mā Māori, Mō Māori, ki a Māori solutions to workforce and skills issues.





© Wine Marlborough, Richard Briggs Photography

Our year two actions

Our year two actions build on the actions we have completed over the last year. We have taken this opportunity to update the actions about industry collaboration to take a wider, cross-industry approach across multiple businesses. This change has been driven by what we have learnt in the past year.

Marlborough as an attractive place to live and work

- **Action 1.2:** Collect data from industry on how many people are required and the necessary skills and attributes.

Career and learning pathways

- **Previous 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.
- **Revised Action 2.2:** Work across industries to establish a pilot or working group that will trial actions to identify and communicate the career and learning pathways available in Marlborough.

Perceptions of industries and careers

- **Previous 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.
- **Revised Action 3.2:** Work across industries to establish a pilot or working group that will trial actions to improve perceptions of their industry and career opportunities.

Connections between schools and industry/education providers

- **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.
- **Action 4.5:** Lead work with post-secondary education and training providers in Marlborough to identify solutions to ensure our young people are informed about what they offer.

Everyone in the region is aware of career and training opportunities

- **Previous Action 5.3:** Identify one industry to collaborate with who is ready, willing, and able to trial actions to communicate career and training opportunities.
- **Revised Action 5.3:** Work across industries to establish a pilot or working group that will trial actions to communicate career and training opportunities.

Enabling equitable outcomes for Māori through education and work

- **Action 6.4:** Work in partnership with iwi/Māori to support their aspirations and objectives for solutions to workforce and skills challenges.

Focus sectors

- Continue to support our focus sectors to develop and implement their workforce plans in collaboration with WDCs.



Te tirohanga ope mahi ā-rohe mō ā mātou rāngai arotahi

Regional workforce outlook for our focus sectors

This outlook identifies the workforce needs that are strategically important for our region and emerging trends and opportunities that may impact labour supply and demand in Marlborough.

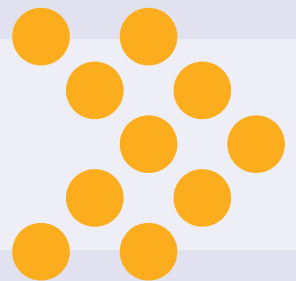
This information was included in our annual advice to the TEC to help focus their funding decisions for 2024. We also developed this advice for WDCs, tertiary education organisations, our other partners, and our community.



Our overarching advice had nine themes:

- **Fund Mā Māori Mō Māori, ki a Māori solutions.**
- **Create an evidence base to inform decision making and monitor change.**
- **Maintain and broaden existing provision.**
- **Improve tertiary education provider marketing, school, and industry engagement.**
- **Expand the focus beyond school leavers.**
- **Support sufficient and suitable programmes for managers, team leaders and supervisors.**
- **Support for employers and learners engaged in work-based learning.**
- **Develop a multi-trade facility at the Te Pūkenga campus in Budge Street, Blenheim.**
- **Invest in programmes where there are low learner numbers but there is a strategic, equity or regional need.**

The following summarises our advice on the workforce needs for our five focus sectors as well as emerging sectors in Marlborough.



Te ahumairangi Aerospace

Aerospace is a strategically important sector nationally and particularly for Marlborough. Aircraft, both fixed wing and helicopters, play essential roles in the primary sector, support infrastructure development and maintenance, search and rescue, hospital transfers, freight, transport, tourism, and leisure.



Aotearoa New Zealand is estimated to have the highest number of aircraft per capita in the world and safe aviation requires aircraft maintenance. There is a national and international shortage of aeronautical engineers, and Boeing estimate that they will need an additional 10,000 technicians between 2022 and 2041 in the Oceania region alone.²

There are two distinct aerospace hubs in Marlborough. The Omaka Aviation Heritage Centre, and aerodrome and aviation related businesses, plus the Woodbourne Airbase area with the New Zealand Defence Force, Marlborough Airport, Te Pūkenga training facility, Airbus, and airline bases.

Marlborough offers the only aeronautical engineering course in the country in a partnership between NMIT / Te Pūkenga and New Zealand Defence Force. However, the training facility is at capacity and air force base security requirements limit who can enrol, precluding international students and people with criminal convictions.

Marlborough is an ideal location for emerging low/no emission aircraft, with short haul flights between Blenheim, Wellington, Picton, Nelson, and Kāpiti Coast. Regional airline, Sounds Air, expects to be flying passengers across Cook Strait in electric planes by 2026.³

Please also refer to the 2022 RWP, specifically the section on Ahumairangi / Aviation.



Our recommendations for Aerospace education and training in Marlborough

- Maintain existing courses and broaden provision to encompass emerging technologies. The existing skill base needs to be maintained because older aircraft are still flying. There is also a need to develop new skill sets for emerging technologies.
- Invest in a mixture of work-based and campus-based learning provision to provide flexibility for both learners and employers. Some industry representatives and employers favour more work-based learning, supplemented with block courses, to bridge existing shortages. Others support the current model where NMIT / Te Pūkenga graduates can add value from day one because they are learning industry relevant skills.
- Invest in changing skill requirements in the sector with a growing aerospace sector and increasing numbers of low/no-emission aircraft. The vocational education system will need to move at pace to keep up with changes in technology and regulations.
- Increase investment in entry-level courses that create a pathway into the sector to help grow learner numbers, such as a level 3 pre-trade course and a level 2 feeder course.
- Support investment in a multi-trade facility that would provide synergies with aeronautical engineering, mechanical engineering, automotive engineering, and construction trades. The NMIT / Te Pūkenga campus in Budge Street, Blenheim, provides a potential location. This would also assist with increasing learner numbers in entry-level aeronautical engineering programmes.

Ahumoana Aquaculture

Marlborough produces about 60% of New Zealand's exported aquaculture products, mostly mussels and salmon.⁴ The importance of the sector across Te Taihu was identified in the **Te Taihu Intergenerational Strategy**. Iwi across Te Taihu are invested in marine farming and have identified the development of an Oceans Economy Strategy as a priority area for strengthening our regional economy.

Open ocean farms will help the sector adapt to the impacts of climate change and provide opportunities for expansion. New Zealand King Salmon received resource consent in late 2022 to establish the first open ocean salmon farm in Marlborough.⁵ New jobs will be created by open ocean farms, both at sea and on land. Some operations can be managed remotely which will require new skill sets.

An evidence base to inform decision making and monitor change is required for the Marlborough region.



Our recommendations for Aquaculture education and training in Marlborough

- Support Aquaculture New Zealand's **Workforce Action Plan for Aquaculture**.
- Maintain existing courses and training available in our region. NMIT / Te Pūkenga's online aquaculture programmes (across various levels of the NZQF) are highly valued by industry.
- Invest in new training and skills needs with the development of open ocean farms including a greater focus on engineering and automation skills.
- Invest in support for employers and learners engaged in work-based learning.
- Invest in the implementation of aquaculture apprenticeships (Hatchery, Fish & Shellfish) through the New Zealand Certificate in Aquaculture Level 3 and Level 4 qualifications.

Please also refer to the 2022 RWP, specifically the section on **Ahumoana / Aquaculture**.



Ngā mahi hanganga Building and construction

Currently around 10% of our workforce are employed in building and construction⁶ and almost 20% of our region’s Māori men work in construction.⁷

A large proportion of the workforce is self-employed. There is strong demand for workers due to residential and commercial construction and large infrastructure projects, including the Picton Ferry Precinct Redevelopment, Te Tātoru o Wairau / Blenheim Schools Rebuild, and the new Summerset retirement village.

A strong building and construction sector is a key part of Marlborough’s growth and development however availability and affordability of housing is a key barrier to regional growth. A well-resourced construction industry will support efforts to address this.

Waihanga Ara Rau WDC’s **Workforce Information Platform** shows there is a significant shortfall in building, construction, and infrastructure trades across the sector. This tool identifies regional gaps in the construction and infrastructure workforce at a level of granularity not currently available for any of our other focus sectors.

According to Waihanga Ara Rau’s Workforce Information Platform, the forecast workforce demand for construction and infrastructure in Marlborough is expected to peak at around 5,000 FTEs in the quarter to March 2024. They estimate our current workforce to be around 1,800 FTE, leaving a gap of around 3,200 FTE.

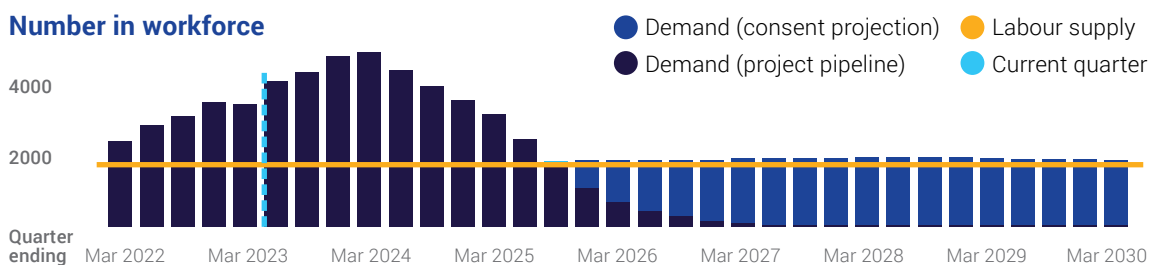
Please also refer to the 2022 RWP, specifically the section on Ngā mahi hanganga / Building and construction.



Our recommendations for Building and Construction education and training in Marlborough

- Increase investment in learners and make a wider range of training options available in Marlborough.
- Invest in block courses in our region for carpentry, mechanical engineering, and automotive engineering apprentices in work-based learning. Currently learners must travel to Nelson or Tasman for block courses.
- Support stronger connections between building, construction, and infrastructure trades with all schools. For example, Queen Charlotte College in partnership with Kāinga Ora has established a construction academy.
- Invest in training for supervisors, team leaders, and managers to develop leadership capabilities and competencies tailored to the specific needs of the sector. There are few qualifications currently available and the low uptake, despite sector demand, suggests the existing training is not meeting the sector’s needs.

Number in workforce



Hauora Health

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.⁸ There are longstanding shortages across most healthcare roles and there is limited training available in the region across all parts of the health sector. We need to ensure we have the workforce to meet this demand.

According to a 2022 report on the health and aged care sector commissioned by NIMIT / Te Pūkenga, employment is forecast to grow faster in Marlborough than in Nelson Tasman,⁹ an important consideration for training providers and Te Whatu Ora – Health New Zealand Nelson Marlborough.

Demand for health and aged residential care workers is expected to grow in Marlborough, partly due to our ageing population, the new Sumner Development, and the redevelopment of many of our rest homes. The NIMIT / Te Pūkenga report estimates that by 2027 an additional 117 Registered Nurses, 8 Nurse Managers, and 8 Enrolled Nurses will be required in Marlborough. The report also notes that future demands is primarily for workers with qualifications at Level 7 of the New Zealand Qualifications Framework (NZQF) or above, with NZQF level 1–3 certificate qualifications also expected to be in high demand.

Migrants currently fill the skills and labour gaps. The former Nelson Marlborough District Health Board estimated that 40% of their Registered Nurses were on a visa, as were 25% of caregivers.

In this sector there is a tendency towards part-time employment, or less than 40 hours a week and that can lead to worker underutilisation. Additionally, the number of replacement job openings per annum is consistently higher than the number of new jobs being created in the sector.¹⁰

There is a lack of a sound evidence base for Marlborough to inform decision making and monitor change. NIMIT / Te Pūkenga's report provides a useful evidence base, but it is a one-off, standalone report that will quickly become out of date.

Additionally, this report was developed independently of Te Whatu Ora – Health New Zealand, and new models of care such as the expansion of Healthcare Assistant and Enrolled Nursing roles could make a big difference to the staffing requirements for these roles.

Our recommendations for Health education and training in Marlborough

- Invest in the establishment and delivery of a Bachelor of Nursing course in Blenheim. Currently students studying a Bachelor of Nursing with NIMIT / Te Pūkenga complete their first year in Blenheim (blended delivery model), then they are required to travel to Nelson for years 2 and 3 of the programme.
- Maintain the delivery of New Zealand Certificate in Study and Career Preparation Hauora Pathway for Health in Blenheim. This programme helps prepare candidates applying for the Bachelor of Nursing and other health-related qualifications.
- Invest in local delivery, distance/online learning, and/or block courses delivered in Marlborough to improve access to health workforce related courses and training; in particular, midwifery, phlebotomy, social work, and postgraduate nursing qualifications.
- Support collaboration to meet the varied needs of Marlborough's learners and employers.
- Invest in support for employers and staff overseeing work-based learning. Employers in our region report ongoing challenges supporting work-based learning.
- Invest in delivery in Marlborough for the replacement model for the Competency Assessment Programme for internationally qualified nurses.

Please also refer to the 2022 RWP, specifically the sections on **Tautakitanga noho kāinga / Aged residential care and He aha ngā tautāwhitanga o tēnei rohe? / What inhibits our region?**



Te rāngai waina Wine

The wine sector is the largest industry in Marlborough. According to the **Marlborough Economic Wellbeing Strategy 2022–2032**, Marlborough produces around 80% of Aotearoa New Zealand’s export wines and the industry contributes approximately 20% of Marlborough’s GDP. The Strategy also notes that wine’s contribution to the Marlborough economy has increased by 300% since 2000 and continues to grow, and it employs, both directly and indirectly, one in five people in the region.

The Marlborough wine industry has made rapid progress with regional workforce planning and New Zealand Wine released a *Sustainable Workforce Development Plan 2022–2024* in December 2022.¹¹ The industry-led steering group has developed a framework to plan for the long-term needs of the Marlborough wine sector workforce.

There is a need for an improved evidence base to inform decision making and monitor change. Work to gather high resolution data on current and future workforce roles, skills, and gaps is being planned as part of the Marlborough Wine Sector Workforce Development Plan. The workforce data collection project aims to get quality data from industry members and critical industry suppliers to benefit the wine sector in Marlborough and nationally.

Marlborough is strategically important to the wine sector and programme provision must reflect the local needs of this \$2.4 billion-dollar export industry.¹²

Please also refer to the 2022 RWP, specifically the section on Te rāngai waina / Wine.



Our recommendations for Wine education and training in Marlborough

- Maintain the existing viticulture and wine related training that is available in the region and highly valued by the sector. Training is required at all levels to provide entry points and upskilling opportunities.
- Invest in sufficient and suitable professional development for managers, particularly leadership capabilities and competencies tailored to the specific needs of the wine sector. This includes but is not limited to: New Zealand Diploma in Horticulture Production (Winegrowing strand) (Level 5); New Zealand Diploma in Primary Industries Business Management (Level 5); New Zealand Certificate in Business – Introduction to Team Leadership (Level 3).
- Invest in employability skills and work readiness for all groups and especially for rangatahi.
- Invest in embedded literacy and numeracy in industry training programmes as some learners do not have the basic skills necessary for them to succeed in the industry and complete qualifications.
- Invest in the development and local delivery of entry-level qualifications (NZQF levels 2 and 3) that combine industry relevant skills, communication, mātauranga Māori, and health and safety. This has the support of Muka Tangata WDC.
- Invest in sufficient and suitable digital skills training. Some learners do not have the basic digital skills needed to succeed in the industry and complete qualifications. Digital skills training needs to be embedded in industry training programmes.
- Invest in emerging skills and training as the wine industry innovates and embraces new technologies. These will likely include a greater focus on engineering, automation, and digital skills.

Ngā rāngai hou Emerging sectors

We expect these emerging sectors to grow in Marlborough and to have additional workforce and skills requirements to our focus sectors.

Technology and innovation

Agritech (particularly viticulture-related technology), aquatech (such as Sanford's Bioactives Innovation Centre), and innovation in wine manufacturing are growing sectors in Marlborough's economy. One of the three goals in the Marlborough District Council's **Marlborough Economic Wellbeing Strategy 2022–2032** is for Marlborough to be a recognised leader in agritech solutions in Australasia, specifically in wine, viticulture, aquaculture and the blue economy.

Marlborough is also well-placed as a hub for sustainable technologies. This includes innovating and developing new technology, training the workforce, and logistics/sustainable transport that will support our sectors to grow sustainably.



© Jessica Jones and Hans Herzog

Medical cannabis

The medical cannabis industry is currently small in terms of workforce numbers, but it is strategically important for Marlborough's economic diversity as it broadens the region's horticultural base.¹³ Medical cannabis cultivation is a high-value, intensive crop for our region along with hydroponic strawberries and glasshouse tomatoes.

Marlborough-based organic medical cannabis cultivation and research company, Puro, is the largest outdoor grower in Australasia.¹⁴ In 2022 they received \$13 million from the government's Sustainable Food and Fibre Futures Fund to fast-track the growth of the organic medical cannabis industry in Aotearoa New Zealand. To support this growth, Puro is developing production systems, identifying pathways to market, and developing post-harvesting processing technology to build the intellectual property required to produce premium organic medical cannabis. This is expected to create hundreds of jobs in the Marlborough region, with Puro's modelling suggesting that 200 full-time jobs will be created over the next 5–10 years.

The workforce skills required include general horticulture knowledge and skills for cultivation. Puro advise that as they develop their research and indoor commercial cultivation operations, they will also need more workers skilled in glasshouse management, engineering, and information technology. These skills are transferable across the wider horticulture sector.



Ngā kōrero ahunga whakamua mō ā mātou kaupapa hei arotahi me ngā rāngai

Progress updates on our focus areas and sectors

Updates on our focus areas

Focus area 1. Marlborough as an attractive place to live and work

Key milestones and activities:

- Marlborough successfully launched a new skills attraction campaign. #WELOVEITHERE. Local businesses joined forces with the Marlborough District Council, Marlborough Chamber of Commerce, Ministry of Social Development, and Hortus to show visitors and remind locals about the amazing opportunities to build a career in Marlborough. Job opportunities showcased included engineers, information technology professionals, accountants, project managers, environmental scientists, data analysts, logistics managers, teachers, and a variety of roles in the wood processing, aquaculture, and wine industries.
- Through the first Regional Business Insights Survey we gained valuable insights into current sentiment within Marlborough's business community and their confidence for the coming year. The survey was conducted by the Marlborough Chamber of Commerce in partnership with Marlborough District Council. We are looking forward to data from a second survey looking further into labour and employment aspects.
- We are working with HR Professionals, Destination Marlborough, and Marlborough District Council to encourage collaboration between employers to better manage their shared workforce and skill needs. We are also collaborating to better understand why recent arrivals to the region decided on Marlborough, and the reasons behind decisions to leave the region.

Next steps:

- Complete analysis of research into why people are attracted to Marlborough and why people are leaving the region and share these insights with our stakeholders.
- Progress action 1.2 and collect data from industry on how many people are required and the necessary skills and attributes.

Focus area 2. Career and learning pathways *and* Focus area 3. Perceptions of industries and careers

Key milestones and activities:

- We have identified examples of best practice for sharing career and learning pathways.
- We have identified best practice examples of industries that have taken actions to improve perceptions of their industry and career opportunities.

Next steps:

- Communicate insights on career guidance and pathways to our stakeholders.
- Progress action 2.2 and work across industries to establish a pilot or working group that will trial actions to identify and communicate the career and learning pathways available in Marlborough.
- Progress action 3.2 and work across industries to establish a pilot or working group that will trial actions to improve perceptions of their industry and career opportunities.

Focus area 4. Connections between schools and industry/education

Key milestones and activities:

- We have identified best practice examples of connections between schools and industries that inform young people about career opportunities and facilitate the pathway from school to employment.
- We regularly communicate analysis and insights from available data on workforce and skills issues to help our schools, industry, and government understand regional priorities through Local Insights Reports and stakeholder engagement.
- We are part of the Smart + Connected Labour and Skills group and are currently supporting employer understanding and culture around employing youth. The group is investigating common obstacles for young people and seeking input from local schools and youth workers.
- We supported the establishment of a new construction academy at Queen Charlotte College – a partnership with Kāinga Ora. The academy enables local students to gain new skills and kick start careers in the construction industry.

Next steps:

- Progress action 4.4 and broker introductions between schools and industry to promote opportunities for collaboration.
- Progress action 4.5 and lead work with post-secondary education and training providers in Marlborough to identify solutions to ensure our young people are informed about what they offer.



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

Key milestones and activities:

- We have identified best practice examples of industries that have taken actions to communicate career and training opportunities. Aviation/Aerospace and the Classic Fighters exhibit is one example of an industry in Marlborough taking a new approach to communicating career and training opportunities.
- We continuously advocate for local data collection, presentation and insights that are relevant to Marlborough. For example, we engaged with the Census 2023 team to share knowledge about regional challenges such as Marlborough Sounds access issues, seasonal workers, and cruise ships.
- Our data sub-group has developed a plan and is working on implementation. This also covers the data-related actions in focus area 6.

Next steps:

- Develop a data access engagement plan.
- Progress action 5.3 and work across industries to establish a pilot or working group that will trial actions to communicate career and training opportunities.

Focus area 6. Enabling equitable outcomes for Māori through education and work

Key milestones and activities:

- We are collaborating with the Nelson Tasman RSLG on aquaculture, connected to the Te Taihū Intergenerational Strategy's Oceans Economy Strategy.
- We advocate for Māori/iwi data for Te Taihū. This is ongoing.
- We advocate for Mā Māori, Mō Māori, ki a Māori solutions to workforce and skills issues. This is ongoing.
- Our data sub-group has developed a plan and is working on implementation. This also covers the data-related actions in focus area 5.

Next steps:

- Progress action 6.4 and work in partnership with iwi/Māori to support their aspirations and objectives for solutions to workforce and skills challenges. This will also be ongoing.

Updates on our focus sectors

Focus sector: Aerospace

- Our Aerospace working group is progressing workstreams.
- We worked with the Marlborough District Council and industry stakeholders (including airports, aviation engineering, training providers, and airlines) to establish the Smart + Connected Aerospace industry group. The group is also building links with Ringa Hora WDC and Aviation New Zealand. Marlborough aspires to be the Aerospace Training Hub in the Te Pūkenga network.
- Through the Smart + Connected Aerospace industry group we are engaging with the New Zealand Defence Force and iwi on expanding activities at Marlborough Airport.
- We are working with the Marlborough District Council and the Ministry of Social Development to develop a virtual reality experience for aviation and the opportunities in this sector.

Focus sector: Aquaculture

- The Food and Fibre CoVE Group Training Scheme Pilot in Marlborough will involve Aquaculture.
- Aquaculture New Zealand received funding for their Workforce Action Plan. We are collaborating with Aquaculture New Zealand and the Nelson Tasman RSLG to take a Te Taihū / Top of the South approach to the aquaculture sector. The funding will assist the aquaculture industry to get the first stage of the action plan for developing a skilled, qualified, and diverse workforce underway.
- We have worked with the Smart + Connected Aquaculture group on initiatives, including a workshop focusing on efficiency and resilience, lifting production, driving value, innovation, and community and social responsibility. This included jobs, careers, and training information.





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Focus sector: Building and Construction

- We supported the establishment of a new construction academy at Queen Charlotte College – a partnership with Kāinga Ora. The academy enables local students to gain new skills and kick start careers in the construction industry.
- We are working with the Electrical Training Company to bring training to Marlborough. This is not currently offered in our region.

Focus sector: Health

- We advocated for the establishment of a Bachelor of Nursing programme in Marlborough. This has now been established, with blended delivery available to Marlborough-based students meaning they can complete more of the programme here.
- We connected our local aged residential care providers with Toitū te Waiora WDC.
- We are looking to collaborate with aged residential care providers to progress work on 'Marlborough as an attractive place to live and work', particularly with respect to employment opportunities for spouses/partners of new recruits.

Focus sector: Wine

- The Food and Fibre CoVE Group Training Scheme Pilot in Marlborough will involve Wine.
- We are supporting the wine industry in their regional workforce planning. The industry-led steering group has a framework to plan the long-term needs of the Marlborough wine sector workforce.



Current Marlborough RSLG members

Corey Hebbard

(Co-Chair, Iwi Māori), Kaiwhakahaere Matua (General Manager), Rangitāne o Wairau Group

Jennifer Moxon

(Co-Chair), Independent Director

Craig Churchill

Regional Public Sector Lead

Stephanie Benseman

Principal, Icehouse Ventures

Celia Daniels

Director, HR Guru Limited; Workforce Planning Manager, Health New Zealand Te Whatu Ora Nelson Marlborough

Heather Deacon

Business Development Manager, Starboard Maritime Intelligence

Neil Henry

Manager Strategic Planning and Economic Development, Marlborough District Council

Tracy Johnston

Tourism Consultant; Marlborough grape grower; Independent Director

Marcus Pickens

General Manager, Wine Marlborough

Kay Saville-Smith

Research Director, Centre for Research, Evaluation and Social Assessment



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This document reflects the views of the Marlborough RSLG. It does not reflect the views of the Ministry of Business, Innovation and Employment or any other agency and is not government policy.

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