

Southland Murihiku

REGIONAL WORKFORCE PLAN
TE RAUTAKI HUKA MAHI Ā ROHE



Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku



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Southland Murihiku Regional Workforce Plan

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Mihi from the Co-chairs

He mihi nā kā Kaiwhakahaere

Kia ora

I am delighted to have been part of the Southland Murihiku Regional Skills Leadership Group (RSLG) which has produced this 2022 iteration of the Southland Murihiku Regional Workforce Plan.

Our plan is grounded in four core objectives – our foundation aspirations:

- System Change – our region is prepared for future labour market needs
- Change for People – our region supports people to thrive in the labour market
- Cultural Change – our region is committed to equitable outcomes for Māori
- Workplace Change – our region is renowned as a great place to live and work.

Each of those objectives involves change. As a community we can evolve our workplaces to be equitable, well remunerated, safe, sustainable, fulfilling, and highly productive. But in some areas, we have a lot of ground to make up.

Our plan will help guide the Tertiary Education Commission in its investment decisions into vocational training opportunities offered by both private and public education providers across our region. We are looking for that investment to be learner-centric – where the learner's needs come first. We don't want anyone left behind.

Vital to the success of this plan will be the implementation of our actions. Our action plan sets out our foundation aspirations, regional actions and expected outcomes, together with the relevant themes, key stakeholders, and priority/timeframe for action. We will build on this table over time, as the plan continues to grow and mature.

We are keen to receive feedback on this iteration of the Regional Workforce Plan. Please engage with our RSLG. Let us know the things you've found insightful, the things on which we may have missed the mark, and the areas of focus that you'd like to see in the next iteration of the plan.



Ngā mihi

Paul Marshall

Co-Chair | Southland Murihiku RSLG

Kia ora

I te rekareka ahau ki te whai wāhi ki te Southland Murihiku Regional Leadership Group (RSLG), ā, nā mātau tēnei putaka o Te Rautaki Huka Mahi ā rohe mō Murihiku i tuhi.

I ahu mai tā mātau rautaki i kā whāika matua e whā – ā, ko ēnei te pūtaketaka o ō mātau wawata

- Te hurihaka pūnaha – Ka rite kā Pūkeka o te huka mahi o tō tātau rohe mō kā wā e heke mai ana.
- Te hurihaka mō kā tākata – E hāpai ana tō tātau rohe i kā tākata kia eke panuku i kā tūka mahi.
- Te hurihaka o te ahurea – Ka kākau titikaha tō tātau rohe ki kā hua taurite mō te huka Māori.
- Te hurihaka o kā wāhi mahi – Ka mōhiotia tō tātau rohe hei wāhi pai ki te noho me te mahi

Ko te tikaka o te hurihaka kei aua whāika katoa. Ka taea e tātau ō tātau wāhi mahi te whakarite hei wāhi hua rite mō te katoa, e tika ana kā nama ka utua, hei wāhi haumarua, hei wāhi whakatūtataki i kā wawata, ā, hei wāhi whai hua mahi anō hoki. Hēotia anō, ki ētahi wāhi, he nui kā mahi kia mahia e tātau kia eke ki taua taumata.

Mā tā tātau rautaki Te Amorangī Mātauranga Matua e āwhina ki ā rātau whakatauka haumi ki kā tūmomo kaupapa whakakuku takata, arā ko kā ratoka tūmataiti me kā ratoka tūmatanui anō hoki, puta noa i tō tātau rohe. Ko tā mātau e hiahia nei, kia mātua noho te ākoka hei whakaaro matua i aua haumi – arā kia mātua aro ki ō rātau hiahia hei tuatahitaka. Kāore mātau i te hiahia kia mahue iho ētahi ki muri.

Kia whakatutuki pai i tēnei rautaki, me mātua whakatinana i ā mātau mahi. I roto i tā mātau mahere mahi ka whakatakotoria ō mātau wawata, kā mahi ā-rohe me kā whāika e hiahia ana, kā kaupapa e hāka ana me kā huka whaipāka, ā, me kā wā whakarite kia whakatutukihia ēnei mahi anō hoki. Ka hokihoki anō tātau ki tēnei tūtohi mahi ki te whakahōu i kā mea e tika ana, i te pakari haeretaka o te kaupapa nei.

E hikaka ana mātau ki te roko i ō koutou whakaaro ki tēnei putaka o Te Rautaki Huka Mahi ā rohe. Tēnā, kia kaha rā koutou ki te whakapā mai ki tō mātau rōpū, arā te RSLG. Whakamōhiotia mai kā mea e pai ana ki a koutou, kā mea kāore i te tika, ā, kā mea kua mahue hoki i a mātau kia whakauru atu ki te putaka e whai ake nei.

Kā mihi

Paul Marshall

Co-Chair | Southland Murihiku RSLG

Mihi from the Co-chairs

He mihi nā kā Kaiwhakahaere

Kia ora

Welcome to the Southland Murihiku Regional Workforce Plan. We believe our region is unique with its bountiful resources from the mountains to the sea. Likewise, we believe the people of Murihiku are unique and desire to have a future that is prosperous and sustainable, for us and for those who will come after us. This plan dedicates a special focus to rakatahi - our future workforce.

We know our greatest strength is in our people, and in nurturing and developing industry that will continue to offer opportunity to whānau. The plan understands that we need to be in the long-term game with strategies that address intergenerational needs.

To manage this huge task, we have chosen to focus on five Pou as our priorities for this first plan:

- Food and Fibre
- Manufacturing and Engineering
- Tourism and Hospitality
- Health Care and Wellbeing
- Rakatahi

The Pou act as signposts throughout the document. With the support of imagery and graphics, the Pou illustrate that everything, like its people, are connected, resilient, enduring and walking forward together.

The plan is a living document and will need regular revision to ensure it remains both current and future focused. We will add to our Pou and develop our actions over time. We are under no illusion - this Regional Workforce Plan is just a first step; but it's one where many people have shared a moemoea (dream) and we give thanks to all who have contributed.



Kā mihi

Tracey Wright-Tawha

Māori Co-Chair | Southland Murihiku RSLG

Kia ora

Nau mai, tāuti mai ki Te Rautaki Huka Mahi ā rohe mō Murihiku. Ki a mātau nei, he rohe ahurei tēnei rohe o tātau me ōna rawa huhua e horahia ana mai i kā tihi o kā mauka ki te moana. E pērā anō hoki a Murihiku takata, he iwi ahurei, he iwi e wawata ana ki tētahi āmua ao e huhua ana, e ora ana mō tātau me kā uri ā muri ake nei. I tēnei rautaki ka kitea mai te huka taiohi ki te tihi o kā whakaaro - ko rātau te huka mahi o anamata.

E mōhio ana mātau i ahu mai tō tātau kaha i ō tātau tākata, ā, mā te āta tiaki me te whakawhanake i kā ahumahi, ka riro i ō tātau whānau kā āheitaka. I tēnei rautaki ka kitea nei e koutou he ara roa ki mua i te aroaro, ā, me hā kai kā rautaki ki kā hiahia me kā wawata o kā reaka katoa.

Kia whakatutukihia ai tēnei mahi nunui, kua whiria e mātau kā Pou e rima hei arotahika matua mō tēnei rautaki tuatahi:

- Te Whatu Rourou - arā, Te Kai me te Weu
- Te Ohu Waihaka - arā, Te Mahi Hakahaka
- Te Pou Whakauwhi - arā, te Tāpoi me te Manaakitaka
- Te Tōpuni Oraka - arā, ko kā Ratoka Hauora me kā Kaupapa Tauwhiro i te Hapori
- Te Tumu Taiohi - arā Te Huka Rakatahi

Ka tū ēnei pou hei tūtohu whenua i te tuhika nei. Mā kā whakaahua mō kā pou nei e whakaatuhia ana te honoka o kā mea katoa. E pērā ana ki kā tākata, he iwi kua tūhonoa, he iwi pakari, he iwi kaha ki te hiko whakamua hei iwi kotahi.

Ka haere te wā, ka tirohia anō kā Pou nei, ā ka whakahouhia kā mahi e tika ana kia whakahouhia. Kai te mōhio rāia mātau - ko te Te Rautaki Huka Mahi ā rohe nei, he timataka noa iho; heoti anō ko te whakatinanataka o kā moemoeā o te tini - nā reira e tika ana kia mihia te katoa o te huka i āwhina mai.

Kā mihi

Tracey Wright-Tawha

Māori Co-Chair | Southland Murihiku RSLG

Context

Te Horopaki

RSLG CONTEXT

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

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

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

OUR REGIONAL WORKFORCE PLAN

RSLGs are responsible for developing these Regional Workforce Plans (RWPs) which will identify jobs that region needs and/or will be creating, the skills needed for these jobs and the most effective ways to maximise the ability to meet these workforce needs, both regionally and nationally. In essence, this RWP will identify and support better ways of meeting future skills and workforce needs for Southland Murihiku.

This initial RWP 2022/23 will help establish an on-going regionally led approach to labour market planning which, alongside the 14 other RWPs, will provide a clear view on how we can better meet differing skills needs across Aotearoa. The RWPs will be revisited regularly to reflect on our actions

and measures and ensure we are directing our effort where it is most effective. We will build on, add to and develop this RWP and its actions over time, as our knowledge of the challenges and opportunities we face, grows and develops.

KEY OUTCOMES THE RSLGS AIM TO ACHIEVE INCLUDE:

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

We recognise many regions across New Zealand face similar labour challenges and opportunities, so we need to look for unique ways of solving them. If you are connected to or have an interest in the Southland Murihiku labour market, then this document is for you. Our RSLG will be responsible for steering the direction of this plan, but we will be working closely with our stakeholders and partners to help determine what that direction looks like. For updates on our progress and more information on how you can get involved in the conversation, visit

mbie.govt.nz/southland-murihiku-rslg

Executive Summary

He Whakarāpopototaka

OUR REGION

Southland Murihiku is New Zealand's southernmost region. Murihiku means 'the last joint of the tail' and describes the southwestern portion of the South Island and Rakiura (Stewart Island). Encompassing Southland District, Gore District and the city of Invercargill, the region covers more than 3.1 million hectares and spans 3,400 km of coast, with a population of over 100,000 people. Southland Murihiku is a region of plenty and since early Māori settlement, has been home to a resilient population of entrepreneurs and innovators with a 'can do' attitude.

The Southland Murihiku economy is dominated by agriculture (primarily dairy and sheep farming) and manufacturing. The region's high reliance on the primary sector and manufacturing flows through to other enabling sectors such as transport, wholesale trade and professional services. Tourism is a small but important contributor to Southland Murihiku's economy but has been hit hard by the COVID-19 pandemic. The outlook for the region's economy over the next five years is steady and after a pandemic-related decline in 2021, employment in the region is forecast to grow slowly through to 2027.

A major challenge for the region is the potential closure of the New Zealand Aluminium Smelter (NZAS) at Tīwai Point - a key contributor to regional employment and productivity. Regardless of the outcome that emerges, the need to build resilience and strength across the economy is paramount. Accordingly, a Just Transition Work Plan has been launched for the region which encompasses three themes: creating new industries and employment; transitioning workers and skills; and long-term planning. That roadmap will intersect closely with this RWP.

Southlanders are rightly proud of their region, their lifestyle, and their ability to welcome new people.

Having a thriving labour market will transform the lives of all people living in Southland Murihiku and help embed and sustain our position as a key contributor to domestic GDP - a position woven into the backbone of New Zealand's economy, both now and in the future.

OUR FOUNDATION ASPIRATIONS

The aim of the Southland Murihiku Regional Skills Leadership Group (RSLG) is to develop a thriving regional labour market to transform the lives of all people living in Southland Murihiku, both now and in the future. It is guided by the principles of Te Tiriti o Waitangi, te ao Māori, and our preparation for climate change and decarbonisation.

The RSLG's activities are underpinned by four foundation aspirations:

- **Aspiration One: System Change** - our region is prepared for future labour market needs.
- **Aspiration Two: Change for People** - our region supports people to thrive in the labour market.
- **Aspiration Three: Cultural Change** - our region is committed to equitable outcomes for Māori.
- **Aspiration Four: Workplace Change** - our region is renowned as a great place to live and work.

At the core of the RWP will be regional coordination and problem-solving to inform investment decisions to help address our labour market issues, whilst harnessing the opportunities in the region over the next 15 years.

 **Our Foundation Aspirations are explained in further detail on pages 18-19**

OUR PRIORITY POU

To breathe life into our foundational aspirations and deepen our understanding of the challenges and opportunities involved in meeting them, this first iteration of the RWP will consider the future of the region and focus on the needs of five initial Pou (pillars).

Rakatahi (youth) are the future of Southland Murihiku – a taoka that needs to be respected and nurtured so the full potential of every young person in the region can be unlocked.

The food and fibre sector is the foundation of Southland Murihiku – it is ingrained in the regional identity and holds a place of pride for our people. The sector has the highest share of both GDP and employment across the region.

The manufacturing and engineering sector is the ‘engine-room’ of Southland Murihiku – from large firms processing the region’s abundance of primary products through to award-winning high-tech manufacturing. Because of the prominence of NZAS Tiwai Point and its potential closure, this sector will play a pivotal part in the Just Transition process for the region.

The health care and social assistance sector is fundamental to the health and wellbeing of the people of Southland Murihiku. The services provided, and the quality and retention of those services, are of the utmost importance to local communities – and a major consideration in both attracting new people to the region and retaining the existing population.

The tourism and hospitality sector is the ‘show-case’ for Southland Murihiku – as the key to attracting both visitors and new residents to the region, it is a small but significant contributor to the region’s employment and GDP. It is also the sector most impacted by the COVID-19 pandemic – these impacts reach deep into local communities, making well-considered recovery strategies imperative.



Our Priority Pou are explained in detail through pages 21-44

We have also identified several themes and labour market challenges that are common across all or most of our Pou. Across Southland Murihiku, the pandemic has intensified labour and skill shortages, with the ‘battle for talent’ having a significant impact on the region’s businesses. This has highlighted the reliance on migrant workers to meet skills and labour demands, and exposed a vulnerability to immigration and border settings. Attracting people to the region is challenging because of external perceptions of distance, isolation, and a lack of things to do, as well as a constrained housing market.

Some businesses find it difficult to attract people because of negative perceptions of the sector they work within. There is often a lack of clarity about the diversity of roles, career pathways and broader opportunities each sector offers. Businesses seek to be better supported to develop governance and leadership capability, create inclusive workplaces, and strengthen workplace learning and development.

There are many people in Southland Murihiku who would like to be more engaged within the labour market – a pool of untapped potential. The groups most likely to be underutilised include people with disabilities, older workers, women, rakatahi (young people) and Māori. In keeping with this, work-readiness and transition pathways for rakatahi are a constant challenge (and a huge opportunity). While many sectors identify specific technical skill gaps, there are cross-cutting skill development areas mentioned across most sectors – for example, essential/foundation skills, and management/business skills.

OUR ACTIONS

The five Pou we have analysed and tested with key stakeholders and partners, have allowed the RSLG to develop a set of actions that will enable the region to move towards achieving our Kaupapa. The opportunity to address these can’t be ignored – if we work together as a region to tackle these challenges, we put ourselves in a stronger position to sustainably support economic growth, workforce development, and build a more cohesive, resilient, equitable community fabric.



Our action plan can be found on page 45-51

Dun Story

He kōrero mō mātau

THEN

Māori trace their arrival in Murihiku to the chiefs Rākaihautū and Tamatea. Rākaihautū, an ancestor of the Waitaha people, was a commander of the Uruao waka. Tamatea’s waka, the Tākitimu, was wrecked near Te Waewae Bay – the Tākitimu Mountains are considered to be the upturned hull of the waka. The early tribe of Waitaha was assimilated into Kāti Māmoe, newcomers from the north, through warfare and then intermarriage. In the early 1800s the Kāti Tahu tribe gradually incorporated Kāti Māmoe.ⁱ

Murihiku Māori were largely hunter-gatherers, moving between the interior and the coast, with permanent settlements on the coast at Waikawa, Awarua (Bluff) and Aparima (Riverton), and on Ruapuke Island. From late winter into summer, groups moving inland would fish the rivers. Forest birds such as kākā, kākāpō, kererū, takahē and weka were hunted in the Autumn. Hunters caught eels in the rivers and took tītī (mutton birds) from the islands off Rakiura. Year round, the sea provided most food.

European sealers first arrived in the late 1790s, followed by whalers, and from the early 1800s the coastline was a scene of extended contact between Māori and Europeans. By the 1830s, Kāti Tahu had built a thriving industry supplying whaling vessels, looking after whalers and settlers in need, and had begun to integrate with the settlers. In 1836, Tūhawaiki, nephew of Te Whakataupuka, repelled a war expedition led by Te Pūoho, a Ngāti Mutunga chief and ally of Te Rauparaha. They intercepted Te Pūoho at Tuturau (near Mataura), killing him and taking many prisoners. Tūhawaiki was now the most powerful chief in the south, signing Te Tiriti o Waitangi (the Treaty of Waitangi) in June 1840.

In 1852 Walter Mantell, one of the early European explorers of the area, bought the Murihiku block (more or less today’s Southland) for the Crown from local Kāti Tahu and Kāti Māmoe. Part of the agreement was that schools and hospitals would be provided alongside each Kāti Tahu village; this promise was not fulfilled. The boundaries of the

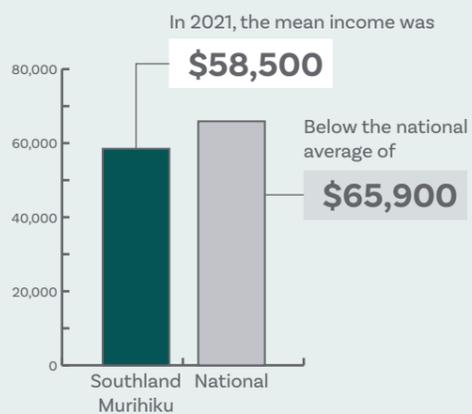
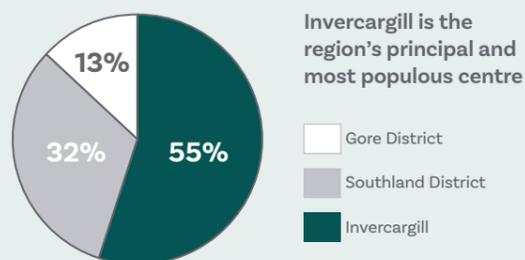
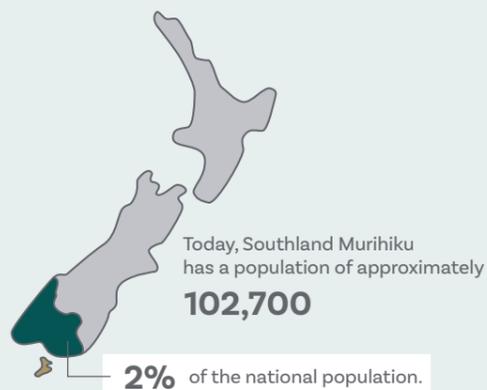
land sold were also not made sufficiently clear, with Kāti Tahu always maintaining Fiordland was not intended to be included in this purchase.ⁱⁱ European settlement proceeded apace, with the largely Scottish immigrants establishing a thriving primary production-based economy.

Today, the mana of Kāti Tahu, whose takiwā now encompasses the entire Murihiku region, is upheld by the four papatipu rūnaka in Southland Murihiku: Te Rūnaka o Awarua; Te Rūnaka o Waihōpai; Oraka-Aparima Rūnaka; and Hokonui Rūnanga. The Southland Murihiku Regional Skills Leadership Group is proud to be building links to rūnaka in our region, as we work to develop skills and workforce capacity together.

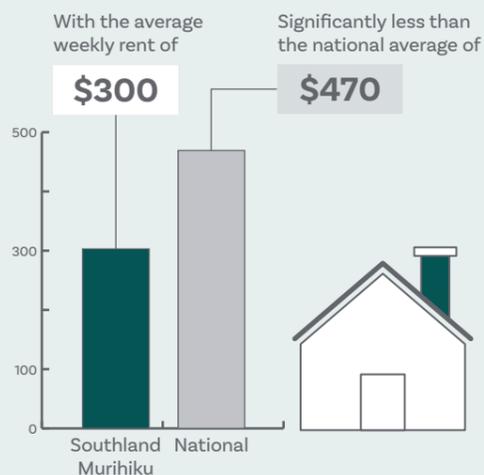
NOW

Southland Murihiku’s economy is dominated by the primary sector (primarily dairy and sheep farming) and manufacturing. In 2021, these two industries made up 37% of the region’s GDP, making the regional economy susceptible to fluctuations in commodity prices. The primary sector has the largest employee count and percentage of jobs for the region, contributing over 22% of Southland Murihiku’s GDP. Manufacturing is the region’s second largest industry by employee count, job count and GDP contribution.^{vii} NZAS Tiwai Point is an important contributor to Southland Murihiku’s manufacturing outputs.

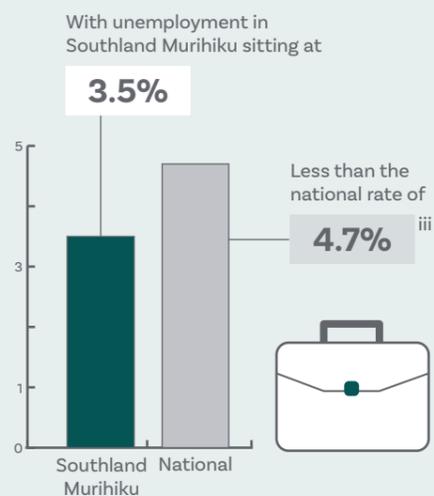
Southland Murihiku’s high reliance on the primary and manufacturing sectors flows through to other enabling sectors such as transport, wholesale trade and professional services. Tourism is a small but important contributor to Southland Murihiku’s economy and has been hit hard by the COVID-19 pandemic. Domestic tourism has helped to plug the tourism deficit during the pandemic but it has only been a partial offset for the pre-COVID international visitor spending. Whilst there is expected to be a general increase in visitor numbers once the borders reopen, international tourism in the region faces serious headwinds in recovery, with only partial recovery expected by 2025.



Average current house values were less than half of the national average



There were just under 55,000 filled jobs



For the year ended March 2020, regional GDP

per capita was **\$65,700**, slightly above the national average of **\$64,100**.



Southland Murihiku comprises

2% of New Zealand's GDP as a whole - a growth of **2%** over the last 10 years (compared to the national growth rate of **3%**).

The Southland Murihiku economy is powered by small and medium enterprises, with 97%

of businesses having fewer than 20 employees, and an average size of **4 filled jobs** (compared with **4.5 nationally**).



The Southland Murihiku construction sector was strong pre-COVID, and should continue to hold up relatively well, particularly with the receipt of shovel-ready project funding from central government. Central government has thus far announced \$67m of funding for six projects in Southland Murihiku, which with co-funding, are worth a combined total of \$327m. Many other sectors have been affected by the pandemic in terms of disrupted supply chains, fluctuating demand for goods, population displacement and rising cost of living.

FUTURE

The outlook for Southland Murihiku's economy over the next five years is steady. After a pandemic-related decline in 2021, employment in the region is forecast to grow slowly over the next five years.

A major challenge for the region is the potential closure of the New Zealand Aluminium Smelter (NZAS) at Tīwai Point - a key contributor to regional employment and productivity. However, with every challenge comes new opportunities. A Just Transition Work Plan has been launched for the region as it navigates the possible closure of the smelter. The plan includes three themes that will underpin Southland Murihiku's transition:

- Creating new industries and employment
- Transitioning workers and skills
- Long-term planning

Minimising worker disruption while maximising the opportunities for people to move into decent new jobs will be essential to the effectiveness of the plan. Creating pathways into new jobs through an effective training and education system, and ensuring workers remain connected to the workforce, are crucial to delivering a just transition for our people.

This first iteration of our Regional Workforce Plan (RWP) will consider the future of our region, focusing on the needs of our initial five Pou - the region's food and fibre, manufacturing and engineering, tourism and hospitality, and health care and social assistance sectors. Our initial demographic focus, and fifth Pou, is the needs of rakatahi (youth) in our region. It is important to note that our Pou will evolve over time and we will look to include other key sectors and demographics during the life of the RWP. Our focus will evolve and change as our region, and therefore our plan,

evolves and matures. At the core of this plan is guidance to inform investment decisions to help address our labour market issues, whilst harnessing the opportunities in the region over the next 15 years.

Southlanders are rightly proud of their region, their lifestyle, and their ability to welcome new people. Having a thriving labour market will transform the lives of all people living in Southland Murihiku and help embed and sustain our position as a key contributor to domestic GDP - a position woven into the backbone of New Zealand's economy, both now and in the future.



Cross-cutting Issues

Kā Take e Hā kai Ana ki te Rohe Whānui

The outlook for Southland Murihiku's economy over the next five years is steady. However, we have several wide-reaching labour market challenges on the horizon. The opportunity to address these can't be ignored – if we work together as a region to tackle these challenges, we put ourselves in a stronger position to sustainably support economic growth, workforce development, and to build a more cohesive, equitable community fabric.

ACROSS THE REGION...

The COVID-19 pandemic has intensified labour and skill shortages, with the 'battle for talent' having a significant impact on Southland Murihiku's businesses.

The pandemic has highlighted the region's reliance on migrant workers to meet skills and labour demands and exposed a vulnerability to immigration (and border) settings.

Attracting people to the region is challenging because of perceptions of distance, isolation, a lack of things to do, as well as the reality of a housing shortage.

EMPLOYERS TOLD US...

Some businesses find it difficult to attract people because of negative perceptions of the sector they work within. There is often a lack of clarity about the diversity of roles, career pathways and broader opportunities each sector offers.

Businesses seek to be better supported with developing governance and leadership capability, and in strengthening workplace learning and development cultures.

WORKERS TOLD US...

There are many people in Southland Murihiku who would like to be more engaged with the labour market. This is a pool of untapped potential. The groups most likely to be underutilised include disabled people, older workers, women, young people and Māori.

In keeping with this, work-readiness and transition pathways for rakatahi are a huge opportunity, although not without some unique challenges.

While many sectors identify specific technical skill gaps, there are cross-cutting skill development areas mentioned across most sectors, for example essential/foundation skills, and management/business skills.

Dun Foundation Aspirations

Te Pūtaketaka o ō Mātau Wawata

OUR VISION:

Developing a thriving regional labour market to transform the lives of all people living in Southland Murihiku, now and in the future

This first iteration of the Southland Murihiku Regional Workforce Plan (RWP) seeks to understand the changes and actions required to create a region where people thrive at work across all industries, sectors, ages, and stages. It is guided by the principles of Te Tiriti o Waitangi, te ao Māori, and our preparation for climate change and decarbonisation. The RWP has the following foundation aspirations:

ASPIRATION ONE:

Southland Murihiku has strong collaboration across its leadership and community ensuring all labour market planning and investment leads to high-quality, equitable impacts for the region.

Southland Murihiku will plan strategically for its current and future skills and capability demands – removing skills shortages, preparing for the future of work, and ensuring that we can respond quickly when economic shocks occur.

We are working in a complex yet highly connected environment. The RSLG will work alongside Southland Murihiku leadership, our communities and our Just Transition and Murihiku Regeneration partners, to align long-term strategic planning where it has specific focus on our labour market. In the same vein, we are working alongside and feeding into relevant national strategies and bodies. This will include working alongside national Workforce Development Councils (WDCs) and Te Pūkenga, to understand and progress how actions and recommendations can be delivered in a vocational education context, in partnership with

regional stakeholders (particularly the Southern Institute of Technology) and partners. Collectively this ensures everybody in the region has access to targeted advice and support that enables them to fully participate and thrive in the labour market. Having people in the region with the right skills, for the right jobs, is essential for sustained growth and to ensure that as a region, we can respond quickly when the labour market changes.

RWPs feed into a complex yet highly connected structure regionally and nationally. Strong collaboration is essential to ensure Southland Murihiku's labour market needs are met both now and in the future.

ASPIRATION TWO:

Southland Murihiku has the skills, flexibility, and resilience to meet current and future labour market demands.

Everyone has equal visibility of available career options and can easily access the support they need to enter and navigate the labour market throughout their working lives.

Through understanding the barriers which hold people back from entering and achieving success in tertiary education (including vocational education), employers, education providers and communities will then collaborate to remove these barriers and promote initiatives that help those in need.

Closer alignment of these stakeholders will ensure the qualifications and training programmes our rakatahi and wider workforce take part in, will provide them with the skills they need to thrive in Southland Murihiku's labour market. To achieve this, the education sector will need to continue to build closer ties with businesses and be informed by industry needs. Rakatahi will then have full visibility of the career pathways (and learning options) available to them before they leave secondary school and they will also know, at each stage, where to access the support they need to take the next step.

ASPIRATION THREE:

Te ao Māori world view is embedded within everything we do, guiding our thinking to promote trust, understanding, empathy and compassion.

Te ao Māori world view is embedded within our approach to support greater investment in positive labour market outcomes for all, but particularly Māori, in Murihiku.

Built into our fabric, Te Tiriti o Waitangi is the foundation document that frames all considerations across our aspirations.

Culturally responsive individual learning styles will be supported through alternative, adaptive education models, to serve the needs of Southland Murihiku's increasingly diverse communities. This will support a diverse, equitable and inclusive society, with a focus on Mātauraka Māori expertise in education and careers advice that extends into the workplace. Southland Murihiku's people and workplaces will be committed to their role in kaitiakitanga and environmental stewardship, for the sustained health of our whenua.

ASPIRATION FOUR:

All employers in the region are considered great places to work. Southland Murihiku is an employee's region of choice.

Southland Murihiku is renowned as a region where people enjoy quality work options and a fantastic lifestyle – making it easy to attract and retain a strong, engaged, and diverse workforce.

Southland Murihiku will focus on the positive outcomes of ensuring all workers are able to participate in decent work with ongoing development. The region will embrace initiatives and programmes where the safety and wellbeing of the workforce is valued and supported – in all workplaces.

Employers will seek to support intergenerational wellbeing and commit to providing a living wage (as a minimum). Progress will be made to create an environment where workplaces are bullying and discrimination free and initiatives that enable better work/life balance are encouraged. There will be continued drive to invest in and support our rakatahi, people with disabilities, Māori, Pacific peoples, ethnic communities, older workers, job seekers, refugees, recent migrants, and our rainbow community, so everyone is able to thrive in our labour market.

Whiria te muka takata, hei torokaha mau roa

Plait the threads of our people together, as a strong everlasting rope to bind us

Our Priority Pou

Ā Mātau Pou Matua

To breathe life into our foundation aspirations and deepen our understanding of the challenges and opportunities involved in meeting them, we have chosen five initial focus areas – our initial Pou. We have identified several themes that are common across all or most of them. Here's why we chose these Pou to begin with:

Rakatahi (youth) are the future of Southland Murihiku – a taoka that needs to be respected and nurtured so the full potential of every young person in the region can be unlocked.

The food and fibre sector is the foundation of Southland Murihiku – it is ingrained in our regional identity and holds a place of pride for its people. The sector has the highest share of both GDP and employment across the region.

The manufacturing and engineering sector is the 'engine-room' of Southland Murihiku, from large firms processing the region's abundance of primary products through to award-winning high-tech manufacturing. Because of the prominence of the NZAS Tīwai Point and its potential closure, this sector will play a pivotal part in the Just Transition process.

The health care and social assistance sector is fundamental to the health and wellbeing of the people of Southland Murihiku. The services provided, and the quality and retention of those services, are of the utmost importance to local communities – and a major consideration in attracting new people to the region as well as retaining the existing population.

The tourism and hospitality sector is the 'show-case' for Southland Murihiku, key to attracting both visitors and new residents to the region, it is a small but significant contributor to the region's employment and GDP. It is also the sector most impacted by COVID-19 – the impacts of which reach deep into our local communities, making well-considered recovery strategies imperative.

These five Pou, all analysed and tested with highly engaged stakeholders, have allowed the RSLG to develop a set of actions that will enable the region to move towards achieving the kaupapa outlined in our aspirations.





Rakatahi
Te Tumu Taiohi

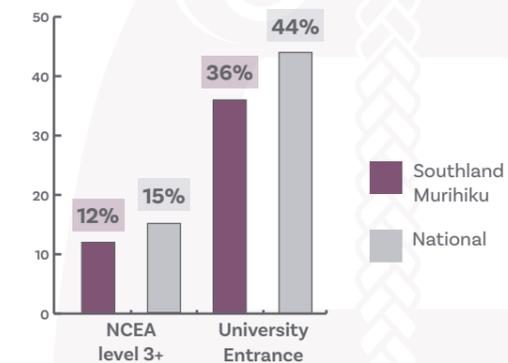
SITUATION

Southland Murihiku’s rakatahi (youth aged 15-24) are the future of the labour market, economy and social fabric. They are the source of future innovation, and their ideas will be at the heart of our long-term response to environmental, technological, social, and economic changes. Supporting our young people through life, education, and employment is crucial to giving them the confidence they need to grow, develop, and become leaders in our region.

Regions thrive when their rakatahi can fully participate in and contribute to their community. Most rakatahi have the support they need to move from school to work, training or education, and to develop fulfilling careers. But a number of our rakatahi face additional barriers - reaching their true potential in life is not straightforward.¹⁶

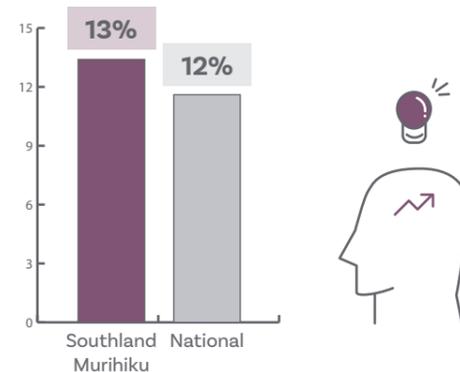
In Southland Murihiku, rakatahi make up just under 12% of the population. Within that group we know:

In 2020, Southland Murihiku had more school leavers with NCEA levels 1 and 2 as their highest qualification compared to the rest of New Zealand. The number of school leavers with NCEA level 3+ and University Entrance was below the national average.



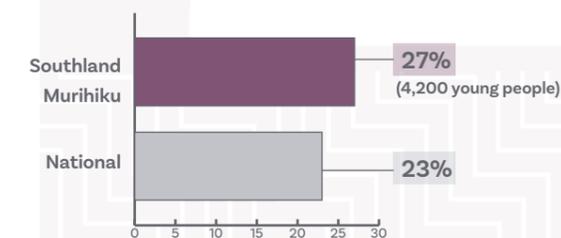
This is likely a reflection of the industry and occupation demands in the region; however, there are significant differences in achievement levels by ethnicity and gender.

Southland Murihiku has a **Not in Employment Education or Training rate (NEET)** that is typically higher than the national average as at December 2021.



There are several great regionally led initiatives underway to support these young people, and it is important we continue to build upon this platform.

Southland Murihiku has a higher **excluded or disadvantaged youth rate** compared to nationally (as at 2020).



Resolving this has been a priority for the region, and there is opportunity for our regional workforce actions to further support this. **Māori youth are especially disadvantaged and have higher rates of exclusion and lower rates of education achievement.**

As Southland Murihiku's population ages and competition for labour increases across New Zealand (and the globe), improving the outcomes for rakatahi is particularly important. The region's ability to retain, develop and attract emerging talent will support Southland Murihiku's growth into the future.

Alongside NEET, a focus on Youth at Risk of Limited Employment (YARLE) is important for Southland Murihiku. Limited employment includes those who are: not in the labour force, unemployed, enrolled in lower-level tertiary education, in minimum wage and/or underemployed for long or frequent periods.

The added focus on YARLE covers the areas that NEET may miss and is a policy concept in development, aimed at understanding how to support young people (aged 16-24) who cycle between low-paid short-term jobs, unemployment and/or lower-level tertiary education. It could also include short-term or insecure work, and jobs that do not provide opportunities for formal on-job training and progression into more stable and better paid jobs.

Drivers of YARLE may include:

- Experiencing intergenerational benefit dependency/contact with social welfare systems
- Contact with Child, Youth and Family (CYF)/ Oranga Tamariki and/or with the justice system
- Being a young parent (particularly before age 19)
- Leaving school with no or lower-level qualifications

There are many overlapping groups - rakatahi may only be part of a subgroup for a short period of time, and not all rakatahi who exhibit these risk factors will end up in limited employment.

Focusing on rakatahi who are at risk of poor educational outcomes and long-term unemployment, as well as those who already are, or are at risk of being, NEET is important.

Limited employment is a longstanding problem and a pressing issue for rakatahi. It is strongly linked to a higher likelihood of limited employment later in life, with negative implications for the health and wellbeing of both individuals and their whānau.

Much of what distinguishes rakatahi who are most likely to end up with limited employment

outcomes in adulthood, compared to their peers, is intergenerational in nature.

The pandemic is magnifying generational trends of limited employment for young people, with long-term social and economic costs. Employment issues will especially impact those who are already NEET/YARLE. COVID-19 risks are compounding established patterns of inequality.

Rakatahi employment is not just about individuals. Helping rakatahi to engage with work means supporting whānau and the communities around them, which is increasingly important considering New Zealand's ageing population.

*Kia tika te taurima i te taiohi,
nō rātau te ao āmua ake nei*

Nurture the youth well, theirs is the future world

The following table identifies some key issues and the impact they have on rakatahi^{xi} :

TREND	IMPACT
Increasing numbers of casual jobs	Growth in casual contracts and part-time work mean many rakatahi are in entry-level jobs, or in jobs for a short periods of time.
A decrease in job quality	The jobs available to rakatahi may not give them promotion or development opportunities.
Many jobs across a lifetime rather than one career path	It is likely rakatahi will have up to three careers in their lives.
Getting a job from school is a process that needs significant support	Transitioning to employment now takes longer and there may be a number of obstacles to overcome (e.g., needing a drivers licence).
Qualifications and soft skills are needed to get a job	Employers are looking for 'soft skills' from the start. Soft skills are related to personal attributes, behaviours and attitude (e.g., communication skills, motivation, teamwork).
Entry level jobs require prior experience	Rakatahi often find it hard to get any kind of experience before looking for work.
Global workforce	Immigration and low-cost travel makes a global workforce available to employers, so young people are competing with a wider market.
Automation is disrupting many jobs	Many entry-level jobs are gone.
People are working longer	The population is ageing, and people are retiring later. Later retirement results in employers retraining an older person to do entry-level jobs instead of hiring and training rakatahi.
Tertiary education is expected by employers	Access to tertiary education can be expensive and many low socioeconomic and ethnic groups are less likely to participate and achieve without additional support.



COMPLICATIONS

Rakatahi are the future heart and soul of our communities. The world around them is very different to their parents', and they are still learning to navigate their way through it and into the future. It's important we continue to focus on supporting them.

A snapshot of some key trends particularly relevant to our rakatahi entering the workforce can be found in the Ministry of Business, Innovation and Employment (MBIE) and Ministry of Social Development (MSD), sponsored report *The Attitude Gap Challenge*.^x This paper identifies several international and national trends impacting the prospects of our rakatahi transitioning from education into the workforce.

Transition to employment now takes longer and there are obstacles to overcome (e.g., needing a drivers licence). Rakatahi may have up to three careers in their lives and cycle through jobs on a short-term basis, as available jobs may not provide promotion or development opportunities.

The ageing workforce and later retirement age may see employers retraining an older person to do entry-level work instead of hiring and training rakatahi for these jobs. Rakatahi often find it hard to get any kind of experience before looking for work, and many entry-level jobs are quickly gone.

Access to tertiary education can be expensive and many low socioeconomic and ethnic groups are less likely to participate and achieve. However, many employers expect that potential staff will have tertiary qualifications - as well as adequate experience and 'soft-skills' - which rakatahi may struggle to acquire before transitioning to the workforce.

ACROSS THE REGION...

There are misconceptions around rakatahi and employment, and beliefs that 'young people don't like working'. Encouraging a mindset of 'young people bring diverse opinions and innovative ideas' can help change these perceptions.

Clear progression pathways are needed to help rakatahi see their future in different careers and to attract our young people to different sectors.

Focusing on an intergenerational model that works with not only rakatahi, but also their whānau, will develop a stronger support system while also connecting sectors to more potential workers.

EMPLOYERS TOLD US...

Many sectors find it difficult to market to rakatahi. They are unsure of how to attract young workers to fill jobs, creating a disconnect between rakatahi and potential careers.

The cost to train rakatahi is borne by the company, which is especially difficult when already short staffed, such as during the pandemic, and sectors are already strained.

Employers require different levels of experience and sector specific skills. Ensuring rakatahi are equipped with the right skills, and competencies to learn new skills, is vital.

RAKATAHI TOLD US...

Mobility is an issue. Access to drivers licensing can be difficult and the geographic nature of the region means that there are public transport gaps.

Lack of support is a barrier for rakatahi across all ages and phases of their lives. Ensuring easier and equitable access to support and pastoral care services can help guide rakatahi to a better future.

Similarly, a lack of flexibility in employment restricts what jobs youth can, and are willing to, apply for. External factors (such as family, school or personal commitments) are not always considered by employers.

QUESTIONS

- How can we best support rakatahi throughout education, training and employment? This includes supplying support and pastoral care across all areas when needed.
- What can we do to prevent rakatahi from becoming NEETs or stuck in limited employment? What are the upstream causes we should focus on?
- What can we do to improve mobility for youth? For example, pipelines for drivers licensing, public transport options, access to work, ensuring safety of our rakatahi (e.g., walking to/from work late at night, difficulty accessing work etc.).
- How can we improve inclusivity in the workplace and change negative perceptions from employers about rakatahi?
- How do we better equip employers to connect with and support/mentor our rakatahi?



Refer to pages 46-52 for Action Plan



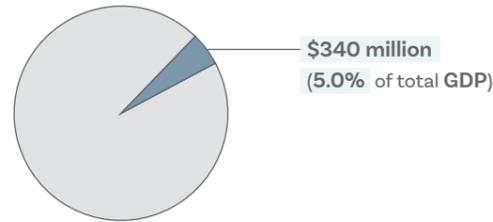
Health Care and
Social Assistance

Te Tōpuni Oraka

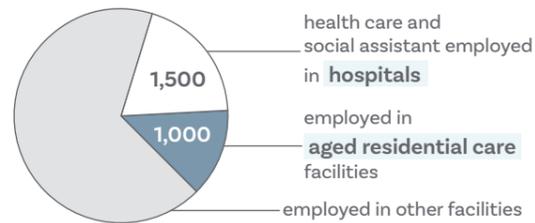
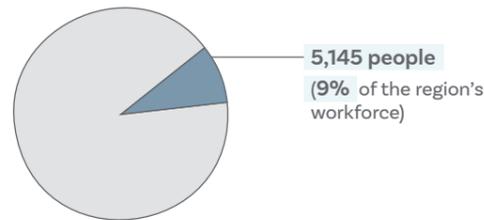
SITUATION

The health care and social assistance sector is fundamental to the health and wellbeing of the people of Southland Murihiku^{xi}. The quality, availability and retention of the services provided in this area are of the utmost importance to local communities. As well as retaining the existing population, these services are a major consideration in attracting new people to the region.

In 2021, the health care and social assistance sector contributed **\$340 million** (in 2021 prices) to the **region's GDP**



and employed **5,145 people** (9% of the region's workforce).



The health care and social assistance workforce has an older age profile compared to some sectors, is predominantly female, and has a higher share of part-time workers. While the sector has a large professional workforce it also relies on a significant number of essential workers. The Kaiāwhina workforce is vital to a well-functioning sector and provides entry-level employment opportunities for a wide range of people, accompanied with on-job training via Careerforce.

Employment is projected to **grow rapidly**, as an **aging population places increased demands** on the sector. The sector could have a significant **positive impact** on the **health and wellbeing** of Southland Murihiku's population both by being a **good employer** and by ensuring the workforce suitably **reflects the population** it serves.



COMPLICATIONS

Maintaining a right-sized and appropriately skilled health care and social assistance workforce is a perennial problem, not only at the regional level, but nationally and globally. These persistent difficulties have been amplified by the COVID-19 pandemic, particularly the impact of New Zealand's immigration and border settings. Skill and labour shortages are endemic across all aspects of the sector, from highly trained specialists right through to the Kaiāwhina workforce.

We note that change is needed across the health care and social assistance sector to address significant and ongoing gaps in provision. In this first iteration of the RWP, we have chosen to focus on the Aged Residential Care (ARC) part of the sector, which has been 'top of mind' for Southland Murihiku for quite some time. Nonetheless, many of the ARC workforce challenges that we have identified, are applicable across the entire sector (as are many of the solutions suggested in the action plan).

ACROSS THE REGION...

Demand for health and social services will grow in Southland Murihiku over the years ahead. A key driver of demand will be the region's aging population, even if underlying population growth is slower. Keeping an older person healthy and independent often involve more health and social services than are needed for younger people.

New models of care are evolving to meet increased demand and complexity, requiring new and expanded skills sets.

The ongoing pandemic environment requires a focus on wellbeing, adaptability, and resilience, both for employees and organisations. The impact of the forthcoming national health system reform is unknown.

EMPLOYERS TOLD US...

Growth in demand for ARC services and increasingly higher levels of complexity of care is set against a backdrop of significant staff shortages.

These shortages impact on quality and safety, and the ability to offer services. These impacts are compounded by low margins for ARC services and the regulatory/compliance pressures of the industry, including the need to maintain safe staffing levels.

WORKERS TOLD US...

High levels of demand for services have led to understaffing issues, with workload stress and burnout reported.

High pay differentials with District Health Boards (DHBs), and low differentials between ARC roles, contribute to difficulties in recruiting students and graduate nurses into the ARC sector.

There is a lack of defined pathways within the sector, both from Kaiāwhina roles, through to postgraduate education opportunities.

QUESTIONS

Overarching

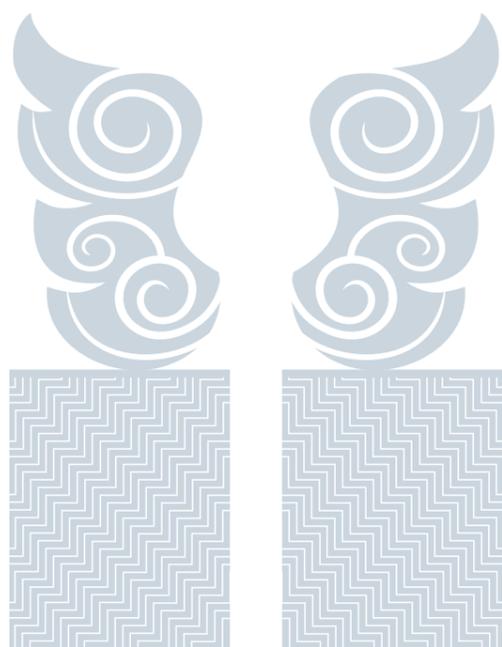
- How do we attract and retain health care workers in a highly competitive environment - is there a clear off-shore strategy?
- How do we ensure services are mana-enhancing and enabling?
- How do we support the wellbeing of workers?

ARC-focused

- How do we grow, retain and develop the workforce in the context of an aging demographic (both the workforce and the demand for services)?
- How do we manage critical labour and skill shortages in an increasingly competitive environment?
- How do we manage wellbeing and resilience in light of understaffing and the ongoing pandemic environment?
- How do we work within funding models that challenge the viability of the ARC sub-sector?
- How do we develop skills to support new models of care and increased acuity?



Refer to pages 46-52 for Action Plan



*Kōtuia te waka kia tika, hei
waka tuku iho*

Bind correctly the parts of the canoe, that it
may be a waka to be passed down





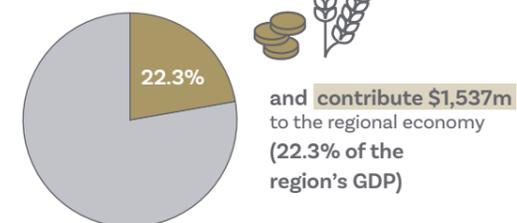
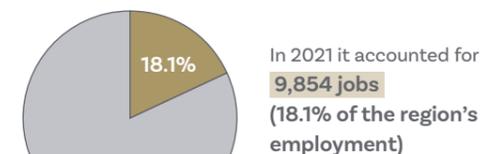
Food and Fibre
Te Whatu Rourou

SITUATION

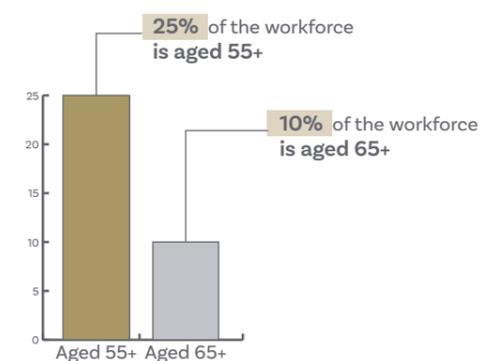
A thriving food and fibre^{xiii} sector is essential to New Zealand's economy, which is world renowned for producing high-quality, highly sought-after export food and fibre products.

It's no secret that Southland Murihiku is a significant contributor to this success, as the region has its own rich history of agricultural excellence that continues to grow and diversify. The sector is the foundation of Southland Murihiku and is ingrained in our regional identity.

From an economic perspective, the sector has the **highest share of GDP and highest share of employment across the region** – and there is no sign that is about to change.



There are a further **3,159 meat processing jobs** in Southland that **add value** to these primary products by processing them into higher value products ready for retail and wholesale trade.



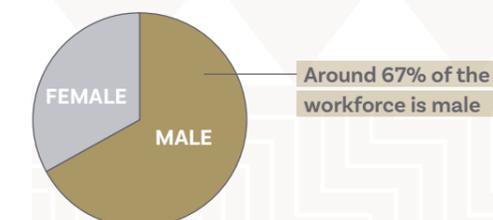
This trend accelerated significantly between the 2013 and 2018 censuses and will remain an **issue for the sector going forward**.

People in the food and fibre sector are **more than twice as likely to be self-employed**, compared to other sectors within the Southland Murihiku labour market, although this has fallen significantly over recent years as the sector has **corporatised**.

Food and fibre workers tend to **work relatively long hours**, with high proportions of people working:

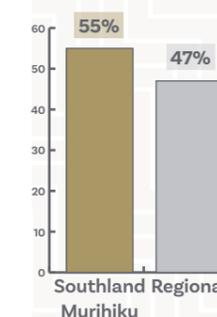


Despite such long hours, **average wage earnings in the sector are low** relative to the Southland Murihiku labour market as a whole.^{xiv} Wages in the sector are reflective for employees, but will represent an undercount for self-employed who also build up capital in the value of their farm or business.



Employees within the sector are predominantly male, a proportion that has remained consistent over **the last 20 years**.

The food and fibre sector also has a relatively **high number of workers with no formal post-secondary school qualification** compared to a regional average.



COMPLICATIONS

The continued contribution of Southland Murihiku's food and fibre sector to the region's prosperity has been evident from its resilience during the pandemic. However, attracting, retaining and developing a right-sized and appropriately skilled food and fibre workforce is an ongoing problem, at the regional, national and global level. This is worsened by a high degree of cross-sectoral labour competition and an aging workforce. These ongoing difficulties have been exacerbated by the COVID-19 pandemic, particularly the impact on New Zealand's immigration and border settings.

ACROSS THE REGION...

The food and fibre sector has seen a reduction in school leavers entering the workforce. As the sector grows, there are opportunities to connect with school leavers.

The sector has a huge cohort of people aged 65+ who are coming to the end of their working life. Retaining these people for as long as possible, ensuring working conditions adapt to the needs of older workers, and transitioning their skills and knowledge to others is a challenge.

The COVID-19 pandemic has created significant supply chain and logistics complexity. Some resources have been in short supply, while getting goods to market has been problematic amid shipping challenges. Maintaining farm operations and keeping food processing lines running during COVID-19 outbreaks has been, and still is, a concern.

Combined, these complexities have been intensified by other shocks to the economy. An unusually wet 2021 spring followed by a warm and dry 2021/2022 summer and emerging global complexities has, for example, put a huge amount of pressure on the sector in the management of animals, land and supplies.

EMPLOYERS TOLD US...

There are significant shortages across all areas of the sector, both for the required number of staff, and in specific skill areas. These challenges are exacerbated by competition for labour elsewhere, and the global pandemic's impact on the available pool of short-term migrant labour.

An aging workforce poses a key challenge for businesses in the sector, creating urgent need to develop workforce succession plans so as to ensure new workers enter the sector at the right time, with the right skills, to fill the gap left by retiring workers.

Ongoing vet shortages generate problems for the entire farming industry, impacting animal welfare and ongoing productivity of the sector.

WORKERS TOLD US...

Some food and fibre sector employees work extremely long hours, which affects staff wellbeing and increases the risk of burnout. There are also significant health and safety risks associated with fatigue.

There are large numbers of people in the sector without any formal qualification or skills development pathways. A high prevalence of self-employment also creates challenges for accessing training and career development opportunities. As New Zealand becomes increasingly urbanised, there is a lack of understanding about what careers in the agricultural sector look like and a reluctance by some to work within the sector.

There is also perception challenge for the sector, and at times the region, which discourages new workers from entering. Environmental concerns, the isolation of working in rural areas, housing shortages, mobility challenges, and perceptions that the sector does not readily adopt technology or support workers in having a good work-life balance feed into this.

QUESTIONS

- How do we attract, retain and develop an appropriately skilled food and fibre workforce?
- How do we manage critical labour and skill shortages in an increasingly competitive environment?
- How do we improve perceptions of the food and fibre sector?
- What is the impact of technological changes: automation, high tech etc. - fewer workers, a more highly skilled workforce or just different skills?
- How do we support increasing the resilience of the labour market to external shocks?



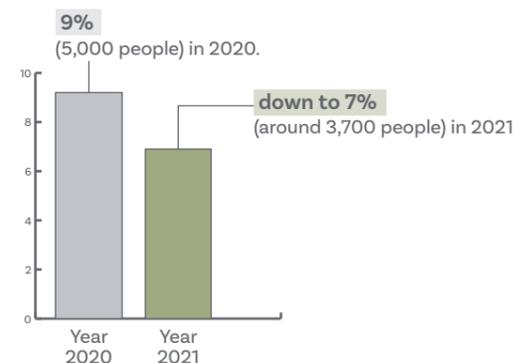
Refer to pages 46-52 for Action Plan



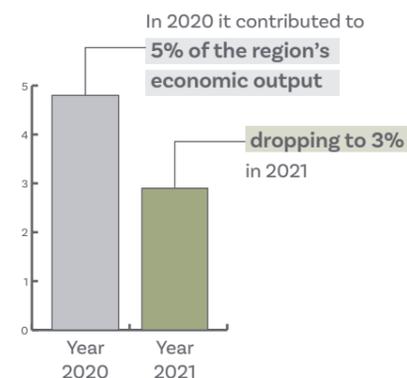
SITUATION

The tourism and hospitality sector^{iv} is the ‘show-case’ for Southland Murihiku. It is key to attracting both visitors and new residents to the region and is a small, but significant, contributor to the region’s employment and GDP.

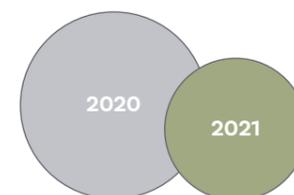
The (broadly defined) tourism industry in the Southland Murihiku employed around:



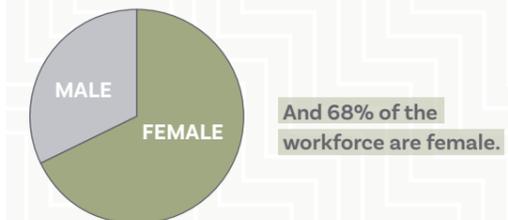
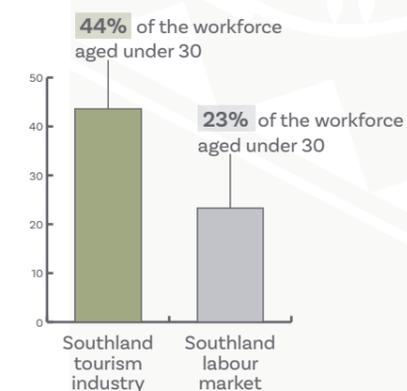
The industry contributed \$200m towards GDP in Southland Murihiku.



In 2021, total tourism expenditure in the Southland Murihiku was \$500m, a decline of 25% from 2020.



The tourism and hospitality sector has a **much higher share of workers aged under 30** than the Southland labour market as a whole.



Over **50% of tourism and hospitality workers** are categorised as **low-skilled**, although there is a higher proportion of those classified as **‘managers’** than for the region’s workforce as a whole.



Tourism and Hospitality

Te Pou Whakauwhi

COMPLICATIONS

The tourism and hospitality sector has been profoundly impacted by the COVID-19 pandemic. Labour and skill shortages are at critical levels, while businesses close or suffer revenue declines, especially as the Omicron variant has led to a reluctance from people to go out. The loss of international tourists has significantly affected Fiordland and the tourist hub of Te Anau. Businesses are under extreme pressure and there are significant job losses, reductions in hours for both businesses and employees, households under financial pressure, and accompanying mental health and well-being issues.

The impacts of the pandemic on tourism and hospitality are also felt more broadly across Southland Murihiku as a whole. Many tourism and hospitality sector businesses are the 'glue' for local communities – these businesses are dual-facing, serving both the tourism market and their communities.

ACROSS THE REGION...

The ongoing impact of the pandemic is paramount. While the relaxation of border restrictions and new immigration settings may provide something of a 'roadmap' towards a recovery for the tourism industry, it is likely to be a long journey, with the need to rebuild a workforce shattered by the pandemic.

The image of the sector, which was already poor, has been further tarnished by the uncertainty and perception of career instability thanks to the pandemic.

The ongoing pandemic environment requires a focus on wellbeing, adaptability, and resilience, both for employees and businesses.

EMPLOYERS TOLD US...

There are critical labour and specialised skill shortages. These acute shortages are resulting in targeted poaching of staff across the region and lifting wage expectations to uneconomic levels.

This has been exacerbated by the recent lift in the minimum wage and such increased costs may have to be passed on to the customer.

Skills shortages have also resulted in staff having to adapt and become multiskilled, throwing into relief an already existing disjuncture between education and training, and the needs of businesses.

High turnover and poaching of experienced staff also impact on the ability of some businesses to provide on-job training, both in terms of experience and time available for training/mentoring.

WORKERS TOLD US...

Pay rates within the industry, along with infrequent and delayed remuneration reviews, do not meet the financial needs of employees or fairly reflect their importance in delivering businesses' products and services.

Unfavourable work hours make it difficult for employees to plan their personal lives and/or socialise outside of work.

Working conditions are often exhausting and difficult as they may be outdoors in temperamental weather or involve working with large numbers of people.

The precarious nature of the sector, heightened by the pandemic, means that not only is it viewed as an unstable career option, but it is also now less attractive as a transition or part-time job.

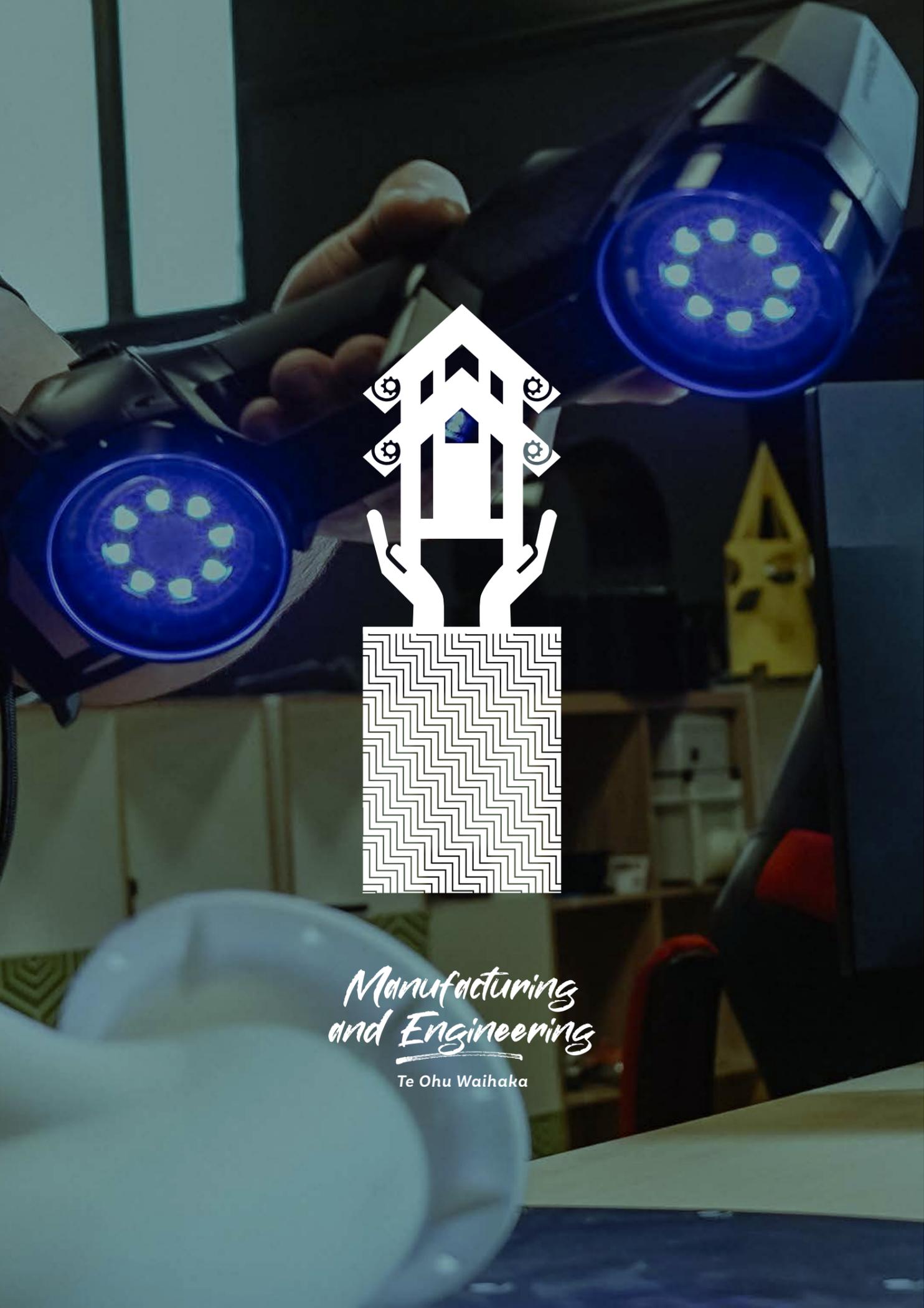
QUESTIONS

- What will tourism and hospitality in Southland Murihiku look like in the post-pandemic environment? Which aspects will recover/disappear? What new ventures/services will evolve?
- How do we attract, retain and develop an appropriately skilled tourism and hospitality workforce in a highly competitive environment - is there a clear off-shore strategy?
- How do we manage critical labour and skill shortages in an increasingly competitive environment?
- How do we collaborate across the region to provide sustainable employment models, linked to career pathways?
- How do we ensure tourism and hospitality sector workforce planning is mana enhancing and enabling?
- What role does workforce planning need to play in the focus of Southland Murihiku iwi on regenerative and eco-tourism?
- How do we manage wellbeing and resilience in light of the ongoing pandemic environment?



Refer to pages 46-52 for Action Plan





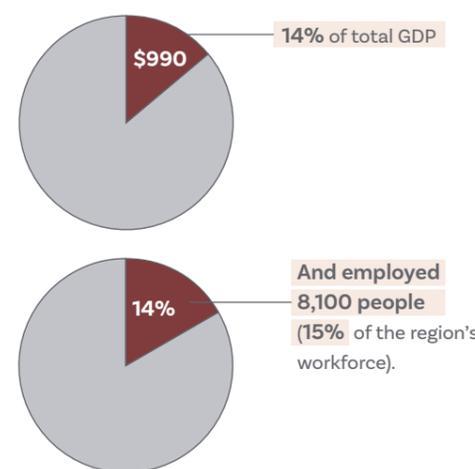
Manufacturing and Engineering
Te Ohu Waihaka

SITUATION

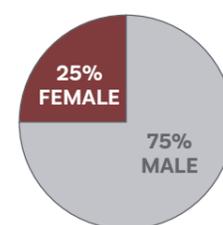
The manufacturing and engineering sector^{xvi} is the ‘engine-room’ of Southland Murihiku – from processing the region’s abundance of primary products through to high-tech fibreglass, carbon and additive (also known as 3D) manufacturing. Manufacturing is highly connected across the region both within the sector (e.g., componentry) and across sectors (e.g., via supply chains).

NZAS Tiwai Point looms large across Southland Murihiku, contributing \$410 million to the economy (7 per cent of Southland’s GDP) with export revenue of around \$1 billion each year. Approximately 1,000 full time equivalent employees and contractors work at the smelter.^{xvii} There are around another 1600 jobs, where people are not employed directly by the smelter but their jobs/work are linked to it.

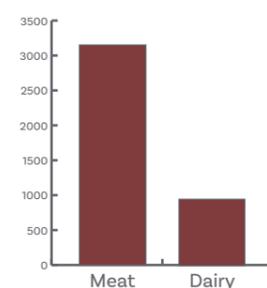
In 2021 the manufacturing sector contributed **\$990 million** (in 2021 prices) to **GDP in the Southland Murihiku**.



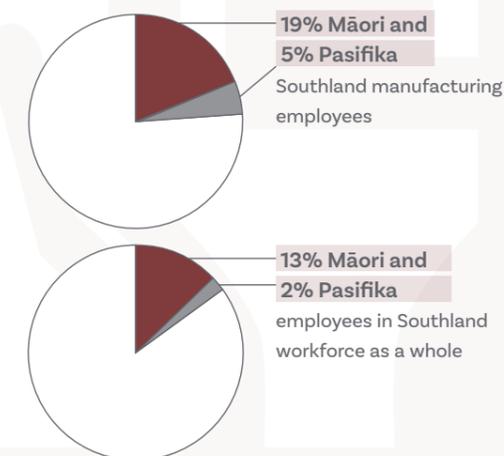
The manufacturing workforce is **predominantly male** and has a **higher share of full-time workers** than the Southland Murihiku region as a whole.



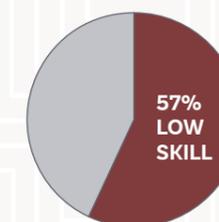
Of this number, around **3,150** were employed in **meat and meat product** manufacturing and **950** in **dairy product** manufacturing.



The workforce is more **ethnically diverse** than the region as a whole, with **higher proportions of Māori and Pasifika** manufacturing employees compared with the workforce as a whole.



Nearly **57%** of the workforce is classified as **low-skilled**, suggesting potentially lower barriers to entry, although higher proportions of technicians and trades workers also suggest the importance of **formal on-job training via apprenticeships**.



COMPLICATIONS

The manufacturing and engineering sector is pivotal to the economy and the people of Southland Murihiku. The sector is prone to volatility in both the number employed and employment growth rate - likely in response to decisions made by a few large businesses in the sector. This vulnerability is clearly illustrated by the ongoing discussion about the future of NZAS Tiwai Point, and the Just Transition process being wrapped around this issue. Accompanying Southland Murihiku-specific issues is the emergence of exciting new local industries and, more generally, 'Industry 4.0' - advanced manufacturing driven by sweeping changes in automation, digitisation, and technological innovation.

ACROSS THE REGION...

There is ongoing uncertainty of business viability surrounding the COVID-19 pandemic. Border restrictions and uncertainty around visa settings impact both workforce and customers. Supply chain constraints are being felt both internationally and locally across this highly connected sector.

Competition for labour and the recent increase in the minimum wage has resulted in wage pressures, and it seems inevitable that some of these costs will be passed on to the customer.

Technological advances are increasing efficiency, with the need for fewer and/or differently skilled workers in some areas.

EMPLOYERS TOLD US...

There are significant skill shortages across all areas of the sector - both for the required number of staff, and in specific skill areas - as well as difficulty attracting and retaining staff.

Labour and skill gaps amplify a perceived lack of communication between industry and education providers to ensure that training is relevant and useful for the diverse range of businesses and roles.

There is also the recurring problem of a lack of work-readiness for some new entrants to the workforce.

Manufacturing businesses are often perceived as being conservative, with outdated business practices including a lack of strategic, governance and capital investment planning and knowledge.

WORKERS TOLD US...

Pay rates within the sector vary significantly, and the lower pay in some areas of industry can create significant issues for recruitment and retention of staff.

The predominantly full-time/fixed hours nature of the sector is one example of often inflexible working arrangements.

Work can be exhausting, repetitive, and carried out in a challenging work environment. This can lead to burn out, higher staff turnover and lost development opportunities.

The impact of the work environment is experienced inequitably, with Māori and Pacific peoples over-represented in workplace injuries, disabilities and life-long medical conditions.

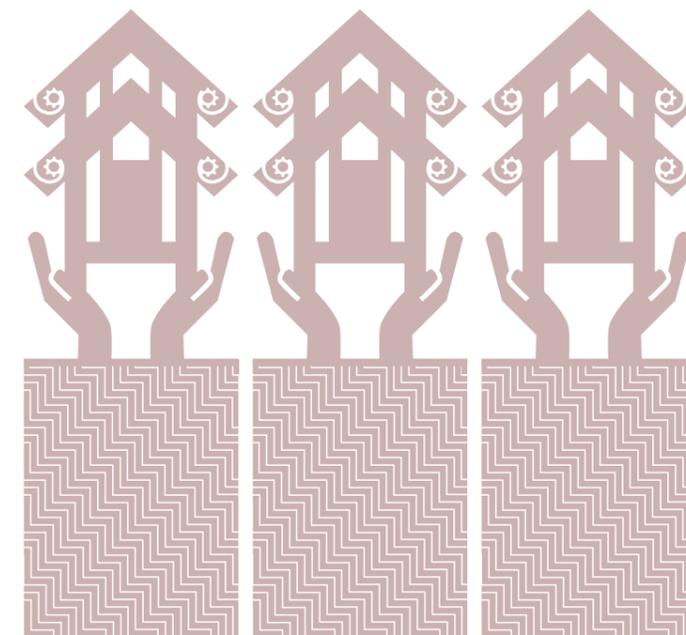
These factors combine to produce a poor perception of the sector and there is a need to enhance the manufacturing 'brand' to support a pipeline of skilled workers, with more focus on pathways and integrated programmes to upskill and provide training opportunities.

QUESTIONS

- How do we attract, retain and develop an appropriately skilled manufacturing and engineering workforce to support the sector's general needs, as well as supporting Industry 4.0 (advanced manufacturing needs)?
- What impact will the Just Transition Work Plan have on the sector (and the wider regional workforce), e.g. changing product base, manufacturing methods, future industries, workforce location etc?
- How do we manage critical labour and skill shortages in an increasingly competitive environment?
- How do we improve perceptions of the manufacturing and engineering sector?
- What will be the impact of technological changes: automation, high tech etc. - fewer jobs, a more highly skilled workforce or just differently skilled?
- How do we determine what skills gaps there are, or what skills are needed for new industry and new technologies?



Refer to pages 46-52 for Action Plan



Action Plan

Te Mahere Mahi

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

This action plan will be the core focus of the Southland Murihiku Regional Skills Leadership Group - Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku (RSLG) - for the next six to twelve months and will form the basis of the 2023 Regional Workforce Plan update.

Southland Murihiku RSLG Aspirations

<p>Southland Murihiku has strong collaboration across its leadership and community ensuring all labour market planning and investment leads to high-quality, equitable impacts for the region.</p>	<p>Te ao Māori is embedded within our approach to support a diverse, equitable and inclusive society, with greater investment in positive outcomes across the board for Māori in Murihiku.</p>
<p>Southland Murihiku has the skills, flexibility, and resilience to meet current and future labour market demands.</p>	<p>All employers in the region are considered great places to work. Southland Murihiku is an employee's region of choice.</p>

*Colours in table relate actions back to most relevant Aspiration (noting many will relate to more than one)

REGIONAL ACTION

EXPECTED OUTCOME(S)

These are **PRIORITY** actions that are core to the future work programme of the Southland Murihiku RSLG.

1	<p>Work alongside the range of local and central government initiatives already underway, (e.g., Just Transition) to identify synergies and opportunities to work together, and ensure work programmes regarding the region's labour market are complementary where possible.</p>	<ul style="list-style-type: none"> The intersection between RSLG and other regional activities is well-articulated and commonly understood across the region and by government agencies. The skills and capabilities required for new industries and technologies are explored and articulated early in the process of strategic planning.
2	<p>Facilitate a coordinated regional response to labour market aspects of sector and government consultations and initiatives, e.g., immigration settings, health system reforms.</p>	<ul style="list-style-type: none"> Southland Murihiku has a clear and consistent 'voice' on the region's labour market and workforce needs.
3	<p>Collate and advise the education sector on:</p> <ul style="list-style-type: none"> New and/or preferred ways of delivering training across the region. Specific skills shortages, and the generic and management skills needed to support workforce development in the region. 	<ul style="list-style-type: none"> Skill acquisition (on-job and in institutions) is timely, relevant, and culturally appropriate. Skill development (on-job and in institutions) is timely, relevant, and culturally appropriate. The workplace environment is culturally and socially safe.
4	<p>Develop an overarching equity framework that ensures te ao Māori is embedded into all analysis, insights and actions produced by the RSLG in the future.</p>	<ul style="list-style-type: none"> Southland Murihiku has a clear and consistent equity tool/framework to guide insights, inform the development and implementation of actions, and support the measurement and evaluation of their impact to ensure equity for Māori.
5	<p>Undertake research and analysis to better understand the opportunities provided for those categorised as 'underutilised' in the labour market.</p>	<ul style="list-style-type: none"> Greater understanding of the untapped potential of these people, and the range of ways in which they could be encouraged and supported to more fully engage with the region's labour market.

REGIONAL ACTION

EXPECTED OUTCOME(S)

These are **PRIORITY** areas that the Southland Murihiku RSLG will contribute to by facilitating or supporting key stakeholders and partners with.

6

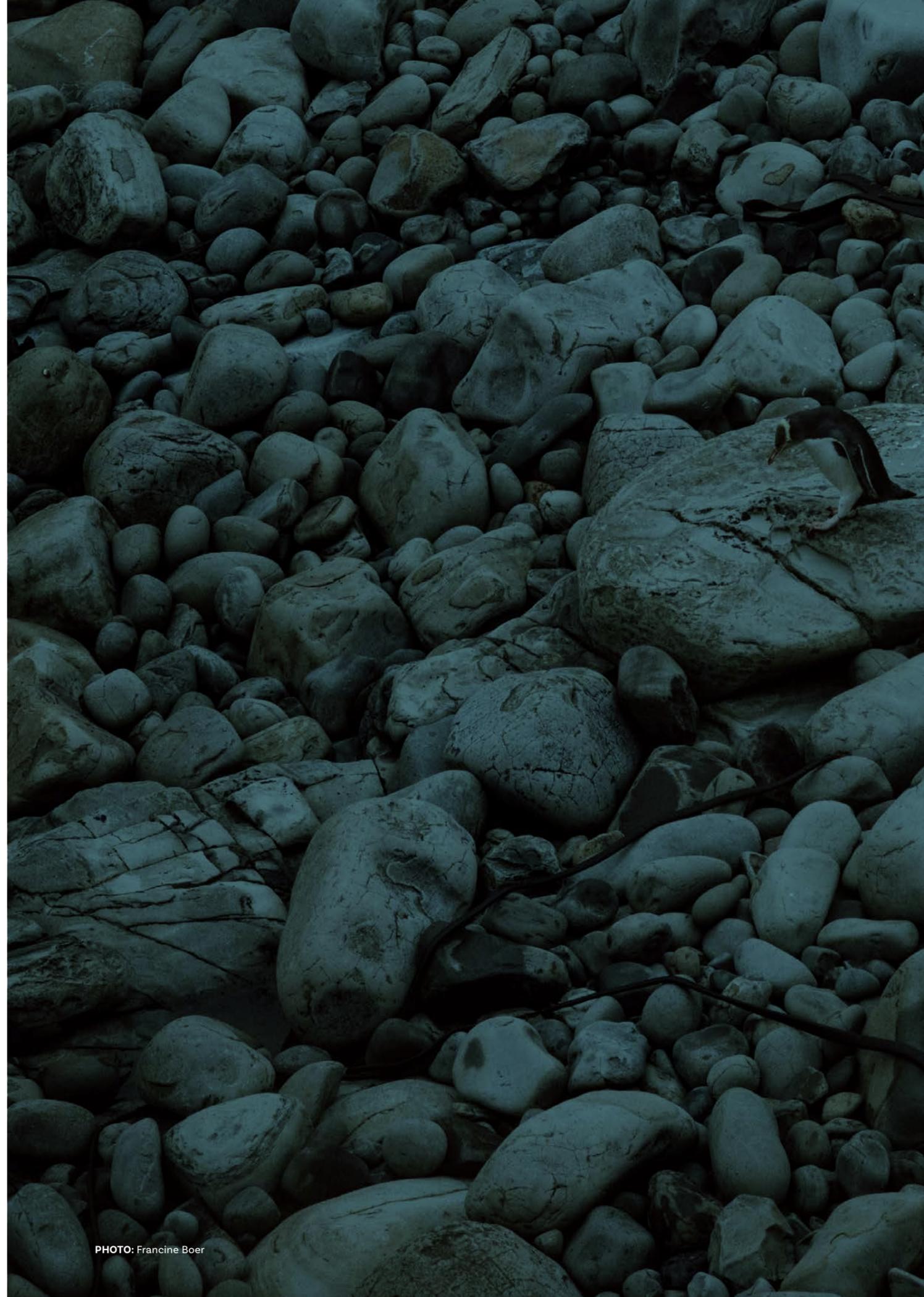
Connect support services and employers with each other to enable collaboration, sharing of ideas, and practice.

- Examples of good pastoral care services and initiatives are shared across the region and implemented where possible.
- Rakatahi have easier and more equitable access to these services.
- Collaboration between services helps direct rakatahi to the right places without delay.
- Enable long-term, proactive, and a more sustainable form of delivery that is focused on the needs of rakatahi.
- Connect to recommendations regarding career pathways and advice (see 11).

7

Contribute a 'one' labour market voice to the development of a clear strategy that promotes Southland Murihiku as an ideal destination for workers to live, work and play.

- The Southland Murihiku 'brand' is well-recognised and marketed to a wide range of workers, both offshore (migrants and returning New Zealanders) and nationally.



These are **ONGOING PRIORITY** areas that the Southland Murihiku RSLG will contribute to by facilitating or supporting key stakeholders and partners.

(Likely to require leveraging off existing initiatives or contributing to the development of new work programmes external to the RSLG)

Southland Murihiku has strong collaboration across its leadership and community.

Partner with central and local government agencies, employers, trade unions, iwi/Māori, NGOs, etc.

Southland Murihiku has the skills, flexibility, and resilience to meet current and future labour market demands.

Partner with WDCs and education providers, employers, trade unions, Murihiku Regeneration, etc.

Te ao Māori world view is embedded within our approach to support a diverse, equitable and inclusive society.

Partner with Murihiku Regeneration, iwi/Māori, trade unions, Māori health providers, etc.

All employers in the region are considered great places to work.

Partner with Great South, Chamber of Commerce, Murihiku Regeneration, employers, trade unions, etc.

8 **Support** cross sector and inter-regional planning to improve working conditions – with a particular focus on remote locations, seasonality and intermittent demand.

9 **Support** the greater use of procurement levers, e.g., Regional social procurement policies, Southland-wide approach to government and large private tenders.

10 **Support** a sector-wide approach to changing the poor perceptions of working in these four initial priority sectors - promoting the sectors' diversity of roles and career pathways available.

11 **Career pathways and advice**

- **Support** the mapping and promotion of career pathways and entry points to these four initial priority sectors, to support transition into and clear pathways through the sectors.
- **Promote initiatives** to improve the career advice and practical support our rakatahi receive.

12 **Support** employer and learner uptake of apprenticeship programmes and other government-funded training options, with resources readily available to encourage this participation.

13 **Explore** integrating drivers licencing into the education system or establishing a pipeline to speed up the process of licencing.

14 **Support** the development of an intergenerational model, supporting not only rakatahi but also whānau, creating a stronger relationship between family/support services/employers/education providers.

15 **Work with iwi**, unions/workers and employers to strengthen the place of Māori in the Manufacturing sector - in particular, health and safety outcomes and career progression.

16 **Work with iwi** to better understand the shape and implications of Māori-led tourism and hospitality in Southland Murihiku.

17 **Support** the development of a holistic health plan for rakatahi, encompassing principles like 'Te Whare Tapa Whā', used to support all types of youth health problems.

18 **Work with iwi** and Māori health providers to authenticate te ao Māori models of practice that attract Māori into the health sector.

19 **Promote and share** good practice tools and training that foster safe, supportive workplace environments and a positive culture among staff, e.g., supporting the retention of older workers and the sharing of their knowledge; leadership capability; encouraging a more diverse, but also inclusive, workforce; promoting flexible work practices; providing quality on-job training and development, and paying living wage at a minimum.

20 **Promote and share** strategic, governance and capital investment best practice and information.

Regional Stakeholders, Partners and Projects

Te Huka Whaipāka me kā Kaupapa Mahi

There are a number of key stakeholders involved in the development and delivery of this RWP.

JUST TRANSITION

A just transition is a strategy to help a region lead its own planning and ensure the impacts and opportunities arising from the transition are evenly distributed. A just transition process recognises there are many communities and perspectives in a region. The Southland Murihiku Just Transition Work Plan will help our region build its economic, environmental and social resilience through and beyond the expected closure of NZAS Tiwai Point.

Just Transition partners in Southland Murihiku include:

- Iwi
- Local government
- Education providers
- Business representatives
- Workers (represented by unions)
- Community organisations
- Central government
- The primary sector

The Southland Murihiku RWP is working alongside Just Transition workstreams including:

- Energy
- Aquaculture
- Business Transitions
- Worker Transitions
- Community Development and Capability Building
- Land Use
- Long Term Planning

We are working towards aligning the Just Transition and Regional Workforce Plans wherever there are labour market connections and opportunities, particularly where Just Transition priorities act as a bridge towards achieving RSLG actions, and vice versa.

MURIHIKU REGENERATION

Murihiku Regeneration is the coming together of four Papatipu Rūnanga of Murihiku to build a regenerative economy that will support future generations. They are developing the implementation of Te Ara Aukati Kore (pathways without barriers), a capability strategy designed to ensure our local people build the capability needed for emergent labour market and broader social and cultural life opportunities in the region.

This kaupapa is designed to allow Murihiku Regeneration to be responsive to whatever labour market contexts emerge in the future. Three areas of focus have been formulated which emphasise a decentering of education, training and social services and instead, place the emphasis on people's needs and aspirations:

- Education system advocacy; ensuring that education and training provision is responsive to, and enabling of, whānau aspirations.
- Programme delivery partnerships; collaborating to draw together and build on existing programmes and services as a coherent and systematic approach to the development of human capability.
- Pathway planning; ensuring whānau are supported to develop and express their aspirations for work and life, and capture them in a practical, holistic development plan, tailored to their needs and aligned with labour market opportunities.

Within the Just Transition programme, Murihiku Regeneration is leading the Worker Transition workstream. This mahi will align the Just Transition

Work Plan to support our people through workplace change using the kaupapa described above.

SOUTHLAND YOUTH FUTURES

Southland Youth Futures is a regional career exploration initiative led by our Regional Development Agency (RDA) Great South. The programme focuses on improving outcomes for the youth of Southland Murihiku and reducing the NEET rate (youth not in education, employment, or training) across the region. Established in 2014, it is part of the Southland Regional Labour Market Strategy. The programme has expanded and extended its reach thanks to a \$1.55M Provincial Growth Fund grant received in November 2019.

The programme hosts employer talks in schools, coordinates workplace visits for students, leads the delivery of a Southland Work Ready Passport, and helps to establish connections between students and local employers by encouraging employers to embrace youth-friendly standards in their workplace and invest in the region's youth. The programme has over 30 Employer Excellence Partners, with plans to increase this to more than 50 over the next two years.

LOCAL PROJECTS

Hokonui Huanui

Hokonui Huanui aims to generate shared community responsibility to ensure all tamariki and rakatahi in the Gore District have the skills and wellbeing necessary to transition seamlessly into training and employment. Led by Community Networking Trust (Eastern Southland) Incorporated, the initiative enables services across the district to collaborate, filling gaps where services may be required, to provide improved support through transition periods. A successful application to the Provincial Growth Fund, confirmed in April 2019, secured funding of \$2.1M over a three-year period.

Services provided include:

- Navigational support to ensure families/whānau are connected with services, agencies, and the support they need to have positive outcomes.
- Supporting work-readiness of individuals aged 16 - 24, including addressing mental health, resiliency, and other barriers to employment.
- A youth worker service offering a strengths-based, client focused approach to empowering

young people, removing barriers and improving advocacy.

- The Youth Employment Success community-based initiative offers rakatahi/youth the opportunities to upskill to gain confidence in their desired industry.

Southland and Otago Regional Engineering Collective (SOREC)

SOREC was established in 2019 by industry members across Otago and Southland and is supported by funding from the Provincial Growth Fund. The group aims to:

- Collaborate to successfully compete for new work outside of the region.
- Increase capacity and competitiveness through adoption of new technology and methodology such as industry 4.0, automation and robotics.
- Improve the calibre and number of fit-for-purpose regional apprentices through youth trades pathways.
- Advocate for the sector to create conditions for sustainable change.

The SOREC Engineering Academy has expanded in 2022 to address the labour shortages within the engineering sector. This new programme has been introduced to Southland students by including eight Invercargill engineering companies as well as two secondary schools - James Hargest College and Southland Boys High School. The academy allows Year 12 and 13 students to gain real-life experience by visiting different engineering companies. Further growth is expected in 2023.

Murihiku Regeneration: Te Tapu o Tāne Ltd

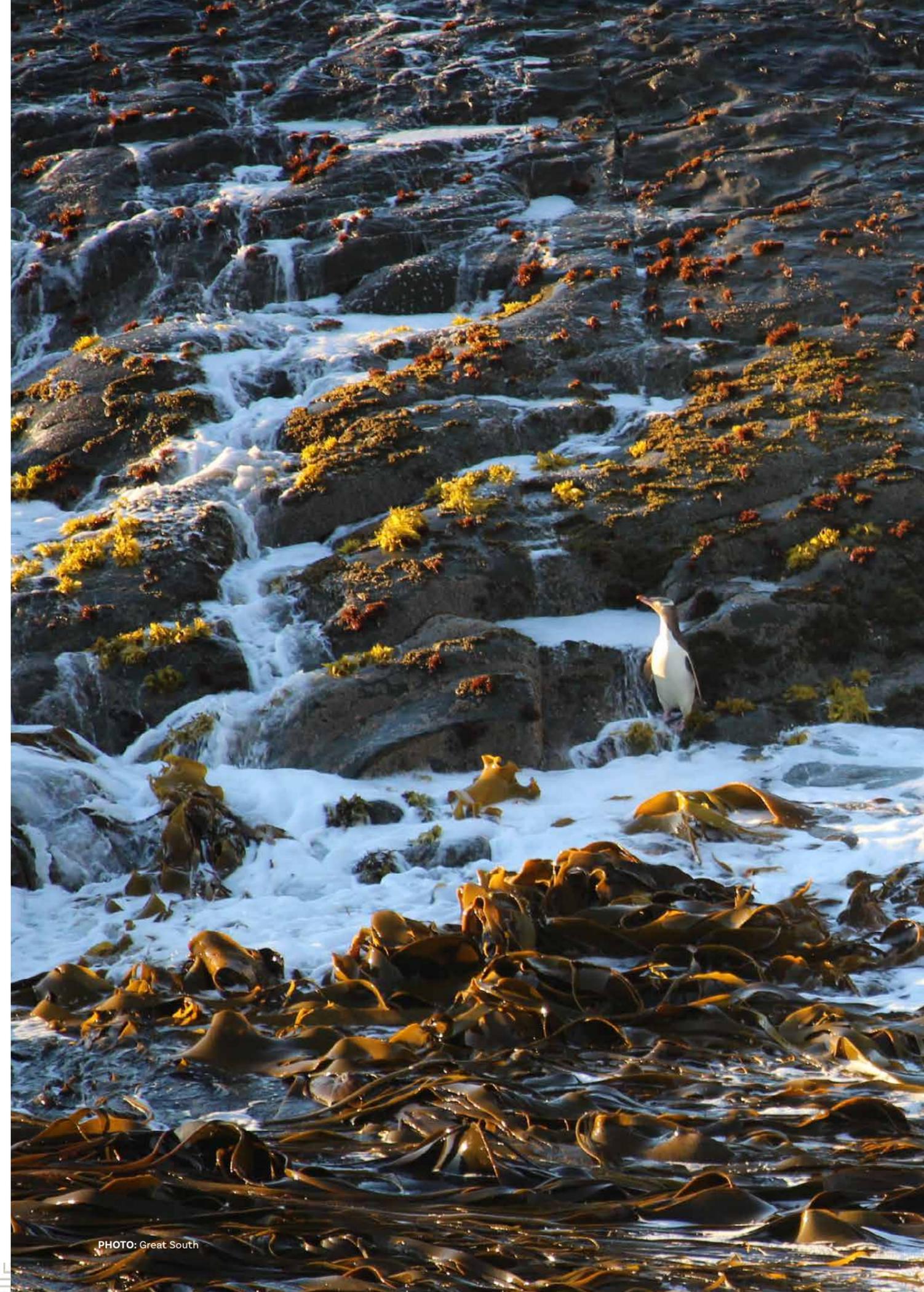
Te Tapu o Tāne Ltd is an iwi-owned native tree and plant nursery that is undertaking catchment rehabilitation services across Southland Murihiku. It works alongside Kāi Tahu, local government, central government and private partners to commercially provide plant sales, as well as planting and habitat restoration services. With funding sourced from the One Billion Trees programme and Jobs for Nature, it is expected these new nurseries will produce more than 700,000 new native plants and trees each year, employing about 25 kaimahi (workers) during the funding period.

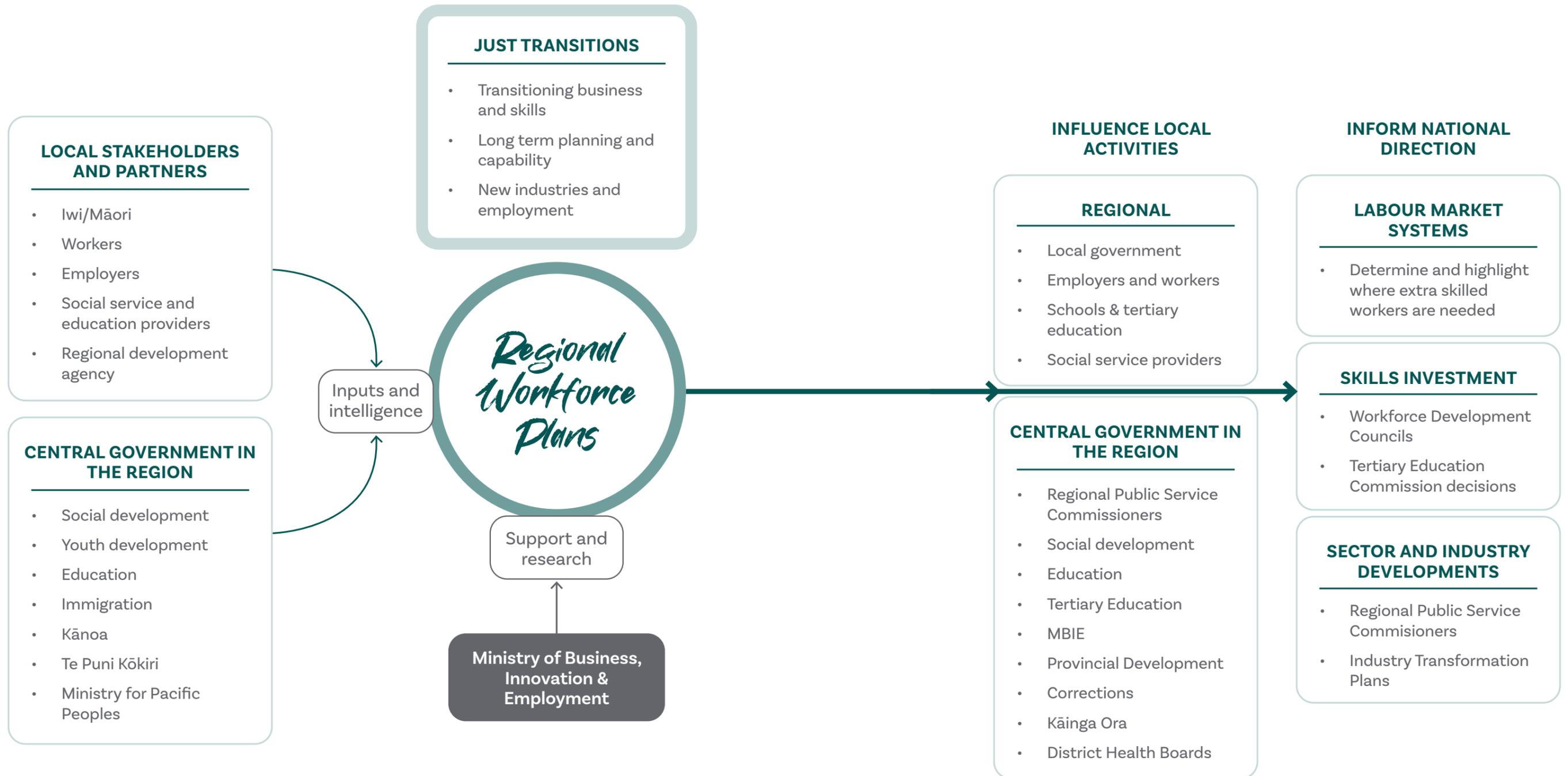
Te Rourou Vodafone Aotearoa Foundation has also funded Te Tapu o Tāne Ltd to run a pilot programme designed from a te ao Māori perspective, focused on engaging rakatahi in employment, skills development, and connection to te taiao (our natural world). Te Tapu o Tāne has also been engaging with the Southern Institute of Technology to create tailor-made courses for nature-based work which would include training in Mātauranga Māori.

Wellbeing Support

The need to grow and then maintain workforce wellbeing, mental health and resilience has been a strong and recurrent theme while the RWP was under development. There are several initiatives currently supporting this across Southland Murihiku, such as:

- Southern Health's **Te Hau Toka Southern Lakes Wellbeing Group** worked with Great South to establish a new Te Anau-based Community Co-ordinator role to help co-ordinate mental wellbeing initiatives in the Fiordland community (February 2022).
- **Farmstrong** is a nationwide wellbeing programme for the rural community.
- **Southland Rural Support Trust** assists rural individuals and their families to get back on their feet following challenging circumstances such as financial, personal, or climatic adverse events.
- **GoodYarn** is an evidence-based, peer-delivered mental health literacy programme for the workplace – both rural and urban.





As this diagram illustrates, Regional Workforce Plans feed into a complex yet highly connected structure, regionally and nationally. Strong collaboration is essential to ensure Southland Murihiku’s labour market needs are met both now and in the future.

Members of the Southland Murihiku RSLG

Ō Mātau Tākata



Paul Marshall
Managing Director, Aratiatia Livestock Ltd

Founder and Co-chair - Waiau Rivercare Group Inc
Member - Environment Southland Regional Forum

The Southland Murihiku RWP 2022 is an important first step in helping shape investment in our Region's vocational training. Our goal is to match labour skills with demand so that no one is left behind.



Tracey Wright-Tawha MNZM (Kai Tahu, Kati Mamoe, Te Ati Awa, Kati Kuri)
Tumu Whakarae CEO, Nga Kete Matauranga Pounamu

Executive Member - Oraka Aparima Runaka
Alternate - Te Rūnanga o Ngāi Tahu
Otago Ngāi Tahu Māori Health Research Unit

The Southland Murihiku Regional Workforce Plan is about influencing and shaping a brighter more prosperous future for Southlanders.



Chami Abeysinghe
International Director & Marketing Manager, and Manager - Childcare Centre, Southern Institute of Technology Ltd.

Member - SIT Executive Leadership Team
General Manager - Southern Lakes English College
Member - Te Pūkenga International Working Group - Transitional Team
President Elect, Rotary Foundation & International Director - Rotary Club of Invercargill

The Southland region is in a phase of transformational change and being on the Southland Murihiku RSLG has enabled me to be part of this change. Our work is just the beginning of identifying the skills needed for our region and our rakatahi to thrive.



Karen Purdue
Community Partnership Leader, Southland District Council

Member - Rotary Club of Invercargill Sunrise
Project Lead - John Parsons EQ-IQ cyber safety program
Board Member - Southland SHARKS Basketball

I'm excited that our plan will help drive change in the region to support better ways of meeting future skills and workforce needs for all in our Murihiku communities.



Amanda Whitaker
General Manager - Planning, Development and Innovation, Southern Institute of Technology

Member - SIT Executive Leadership Team
Member - Southland Youth Futures Advisory Committee

The Regional Workforce Plan is a vital piece of work to develop a roadmap which focuses on a sustainable outlook and economy for Murihiku's future generations.



Ben Lewis
General Manager - Business Services, Great South

The Southland Murihiku Regional Workforce plan is an important and timely overview of the current labour market situation and workforce demands in Southland. The plan will be used to strengthen current, successful work in this area, as well as being a launching pad for new initiatives that develop a thriving labour market in our region.



Chris Kennett
Production Manager, Ballance Agri-Nutrients, Awarua Manufacturing Facility

Board member - Kindergartens South Pūtahi Kura Pūhou o Murihiku
Member - Southland Youth Futures Advisory Committee
Coach/Instructor - Surfing for Farmers Charity

I am deeply passionate about being a leader for the future planning and prosperity for our Murihiku region. I'm even more passionate about bringing about future-ready change that gives richness and fulfilment for all in our community.



Anna Huffstutler
Union Organiser, E Tu Union

Convenor - Southland Council of Trade Unions
Secretary - Southland Beneficiaries and Community Rights

The regional workforce plan assists with identifying key workforce development opportunities that are aligned to our region. I am especially proud of the inclusion of the minimum of the living wage rate which acknowledges the need for decent work for all workers in Southland.



Lisa Shaw (Ngāi Te Rangī, Ngāti Raukawa)

Project Manager - He Ara ki Tiromaunga
Board member - Kindergartens South Pūtahi Kura Pūhou o Murihiku
Independent Chair - ACE Aparima Community Environment

For me, the Southland Murihiku Regional Workforce Plan is fundamental to building strong communities and thriving businesses in a sustainable environment. It sets out how we will grow capability and create opportunities for meaningful engagement with work.



Karina Davis-Marsden (Kāi Tahu, Kāti Mamoe, Waitaha)
Kōrari Māori Public Health Manager, Ngā Kete Mātauranga Pounamu Trust Board

Board Member - Murihiku Mīharo Board
Member and Executive Member - Oraka Aparima Runaka
Trustee - Te Ara a Kewa Waka Ama Trust
Trustee - Tūmai Te Mauri Ora Trust

Mō tātou, ā, mō kā uri ā muri ake nei (For us and our children after us).



Selina Forbes (Tūhoe, Ngāi Te Ranginui)
Sub-Branch President for the New Zealand Meat Workers Union (NZMWU), Alliance Lorneville Plant

I have been involved for a very short time and believe it has been a fantastic group to work with and bringing the future of our Workforce and future Rangatira together to come up with pathways to help Southland.



Mapihi Kahurangi Davis (Tainui, Te Arawa, Ngāi Tahu)
Kaiārahi Hōtaka - Programme Development Officer, Murihiku Regeneration

Rakatahi Member - MoE - Ka Hikitia, Ka Hāpaitia Impact Steering Group Member - Te Rūnanga o Awarua

I am a firm believer in the potential and aspirations of Murihiku, and grateful for the opportunity to provide insights on behalf of Murihiku rakatahi for the betterment of the collective rohe.



Steph Voight
Regional Commissioner Southern Region, Ministry of Social Development, Regional Public Service Commissioner Southland & Otago

Member - Otago Regional Skills Leadership Group
Enduring Oversight Group Member - Just Transition (Southland)
Rōpū Manawhakahaere Member - Whāngaia Ngā Pā Harakeke (Otago & Southland)
Governance Group Member - Otago Pioneer Women Memorial Association
Governance Group Member - RightTrack Otago The Southland Murihiku

Regional Workforce Plan provides a blueprint to the future for a tākiwa that is fundamentally transforming, whilst still facing the same skill and labour challenges as the rest of Aotearoa.



Acknowledgments

He Mihi

We would like to acknowledge Dr Hana O'Regan for the translation of this document. Our group is humbled to have been named by Dr O'Regan, Te Kāhui whakahaere i kā pūkeka ā-rohe o Murihiku (RSLG). The RSLG Roopu are indebted to Hana for the energies she has invested in this work to help us achieve our aspirations for this report. Thank you Hana.

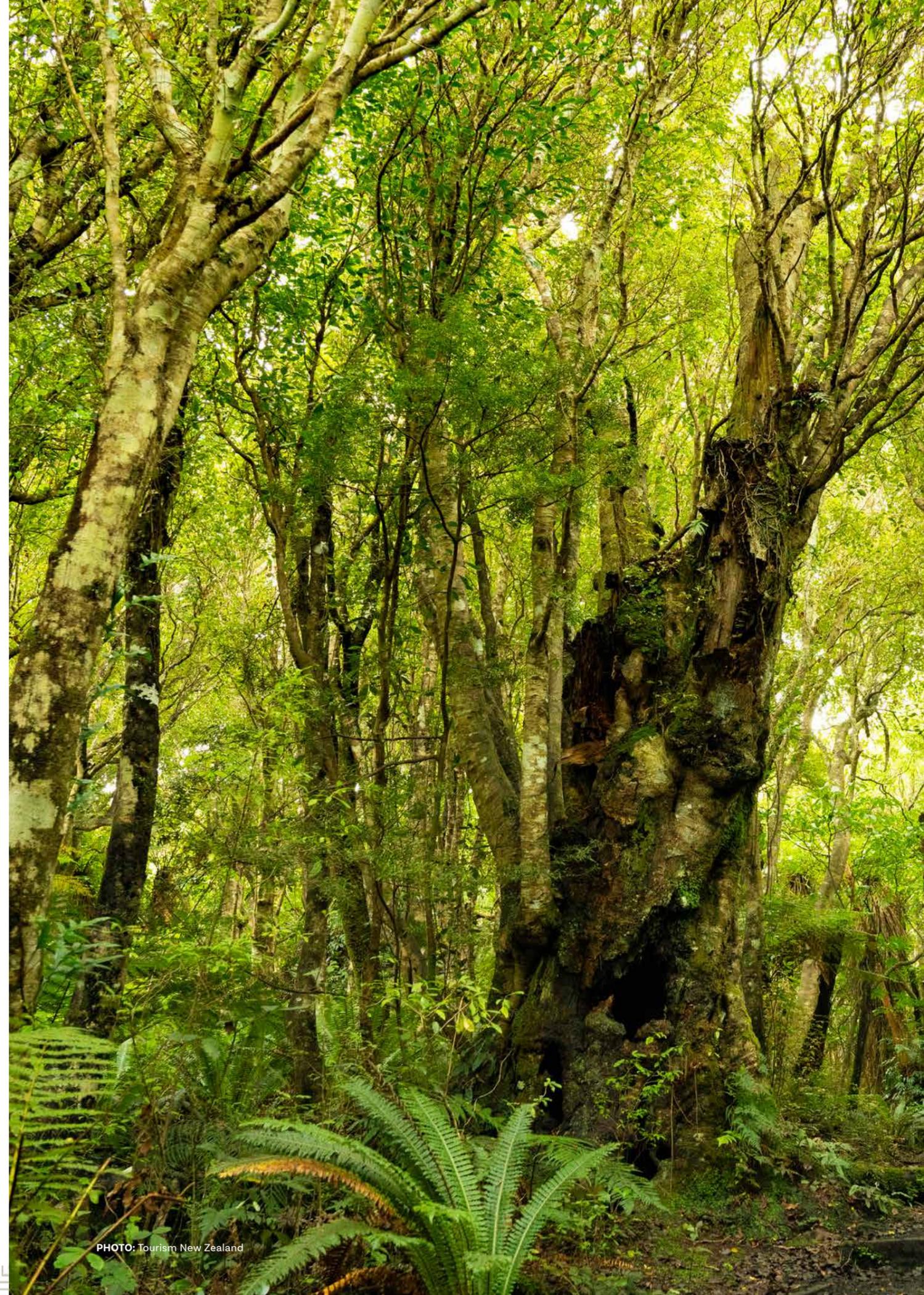
E tika ana kia tukuna kā mihi ki a Hana O'Regan mō tana mahi whakamāori i te pukapuka nei. Nō mātau te whiwhi nāna i tapa tō mātau rōpū e Dr O'Regan, ko Te Kāhui whakahaere i kā pūkeka ā-rohe o Murihiku (RSLG). E kore e mimiti te puna o mihi ki a Hana i tana whakapeto koi kia whakatutukihia ō mātau wawata mō kā kōrero kai roto nei. Tēnā rawa atu koe e Hana.



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- xi. <https://www.employment.govt.nz/starting-employment/hiring/hiring-young-people/barriers-to-youth-employment/>
- xii. This sector is covered by the sub-industry ANZSIC codes of hospitals, medical and other health care services, residential care services and social assistance services.
- xiii. The food and fibre sector is covered by the agriculture, forestry and fishing ANZSIC code, with sub-industry codes of agriculture; aquaculture; forestry and logging; fishing, hunting and trapping; and agriculture, forestry and fishing support services.
- xiv. Murihiku Workforce Demand Report, 2021.
- xv. In order to describe the key workforce characteristics of the tourism and hospitality sector, we use the Accommodation and Food and Beverage Services ANZSIC codes as a proxy (understanding that these do not fully capture the range of tourism-related occupations).
- xvi. The manufacturing and engineering sector is covered by the Manufacturing ANZSIC code, with most employment in Southland falling into the sub-industry ANZSIC codes of food product manufacturing, primary metal and metal product manufacturing and wood product manufacturing.
- xvii. <https://www.nzas.co.nz/>





Southland Munihiku

REGIONAL WORKFORCE PLAN
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