

2022 RSLG

# **Te Mahere Ohumahi ā-Rohe o Te Taihu o Te Waka-a-Māui**

Nelson Tasman Regional Workforce Plan



# Ehara taku toa i te toa takitahi, engari he toa takitini

My strength is not as an individual, but as a collective

## **Nelson Tasman RSLG Regional Workforce Plan**

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# He kupu takamua nā ngā Hoa-toihau

## A foreword from our Co-Chairs

The Nelson Tasman region is full of richness and opportunity. Our region is an exciting place to live and work, and this is reflected by our knowledgeable, curious, creative, and resilient businesses and workforce.

### Our region has its share of workforce challenges

However, we're no stranger to ongoing labour market issues and workforce shortages of both skills and labour. We have low productivity and low wages compared to the rest of New Zealand; a high reliance on migrant labour (especially for our seasonal work); and an ageing workforce. The COVID-19 pandemic has highlighted these challenges, and many of our businesses, industry sectors, and communities are struggling.

### We also have opportunities to address these challenges

The Te Taihū Intergenerational Strategy (TTIS) notes that *'With a unified regional strategy that focuses on the wellbeing of people and the environment, Te Taihū is well positioned to lead the country and, indeed, the world in this space. But this calls for everyone to play their part.'* Our part, as your Nelson Tasman Regional Skills Leadership Group (RSLG), is to provide leadership, collaboration, and co-operation across our communities, industries, businesses, and vocational education providers to understand our skills and labour needs, now and into the future. Our task is to enable a regional workforce to be developed that will help achieve the vision and intergenerational outcomes of the Te Taihū Intergenerational Strategy.

The Nelson Tasman RSLG is one of 15 RSLGs nationwide. Our members are a diverse and forward-thinking group of regional industry, community, and iwi representatives who live and work in our region. Appointed by Government, our members have been carefully selected to be bold and audacious. Working together, we have been questioning our current challenges, exploring opportunities, and collaborating across our region to identify ways our workforce, businesses, and communities can thrive.

### The Regional Workforce Plan (RWP) is our commitment to Nelson Tasman

To lift wages and improve working conditions and productivity, we need a plan to build our regional workforce. Good planning requires detailed regional data and information to grow our understanding of the labour, skills, and workforce requirements of our region. We are using the goals of the TTIS to plan a better future for our people and our industries.

Most employers we have spoken to tell us they are looking for staff. The national and regional commentary is that our current unemployment rate is low, and the number of under-employed workers (those who would like more work) has come down. However, there is a marked shift from part-time to full-time work, and we are close to maximum utilisation of the workforce.

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*'With a unified regional strategy that focuses on the wellbeing of people and the environment, Te Taihū is well positioned to lead the country and, indeed, the world in this space. But this calls for everyone to play their part'*

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Te Taihū Intergenerational Strategy

Our goal is to address future skill shortages by growing our own talent, retaining more of our young people, and attracting more families to live and work in our region. This will ensure our workers and businesses are enabled to respond to changing work and innovation. It will also help increase productivity, and provide decent work (work that is secure, fairly paid, flexible; allows work/life balance and personal development; and is meaningful and motivating) for all members of our community.



This is our first plan and reflects the comment in the TTIS that *'transformative change often starts small, but it is strategic and enduring'*. This plan is just the beginning. As your RSLG, we will review and update the RWP annually. We will engage with you as work progresses to plan and deliver actions and initiatives that allow our economy, our businesses, and most importantly, our people to thrive. We have started with a focus on the workforce needs of two of our industry sectors (construction and aquaculture), and the regional workforce opportunity of two of our demographic groups (rangatahi and older workers). We will begin adding to these sectors and demographic groups in the refreshed plans to be released in 2023, 2024, and in a new plan in 2025.

**The RWP supports and adds value to work already underway**

We aim to work alongside and strengthen the work already underway in our communities, as outlined in our regionally developed strategies that support our regional wellbeing, specifically the TTIS<sup>1</sup> and the Nelson Tasman Regeneration Plan 2020-2031 (Project Kōkiri 2.0).<sup>2</sup> We also aim to contribute to, and build on, the national work for a stronger and more relevant vocational and education system.<sup>3</sup>

Building the resilience and wellbeing of our businesses and communities will be no easy feat. Our region's industries, businesses, and community groups will need to work together with our vocational education and training providers, using every tool in our toolbox to ensure our region's workforce can meet our aspirations and enable all of us to thrive.

We look forward to working with you on this journey.



  
Justin Carter, Iwi Co-Chair

  
Ali Boswijk, Co-Chair

# Tō mātou whakakitenga

## Our Vision

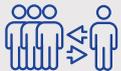
In line with the Te Taihū Intergenerational Strategy, our vision is that our communities and people are enabled to thrive, ensuring Nelson Tasman is not only a great place to live, but also a great place to work.

**To achieve this vision, we have three workforce outcomes, each with specific aspirations for Nelson Tasman:**



### **We have highly productive, well-functioning sectors, with welcoming workplaces that offer decent work.<sup>4</sup>**

1. Our people can equitably and healthily participate in work, learning, and living.
2. Our region has an innovative and sustainable economy, recognised for its skilled workforce and high-value industries and businesses.
3. Our employers are focused on developing their workplaces and workforces for the future, creating a resilient and adaptable work environment where all people can participate and flourish.
4. Our industries and communities actively work together, using our skills to address lower than average and inconsistent incomes and low productivity, with the goal of ensuring a regional culture of decent work, enabling our people and region to thrive.



### **We anticipate and plan for the future.**

5. Our employers are supported to be aware of labour market trends, and to be innovative in reshaping roles with a focus on retaining staff and enabling recruitment.
6. Our sectors are supported to develop strategies to balance our regional reliance on seasonal migrant labour, including accessing public sector investments and incentives to identify and address workplace issues. We seek to attract New Zealanders to fill labour and skills shortages.
7. Our workers are supported to know about and access opportunities to upskill and reskill throughout their working lives, enabling people to thrive in a rapidly changing labour market.



### **We provide support for our people and our businesses, through a responsive education, vocational training, and career development environment.**

8. Effective transitions and connections ensure education and training are relevant, targeted to meet current and future regional workforce requirements, and facilitate learners meeting their career and life goals.
9. Employers are supported to invest in upskilling and retraining their workforce.
10. Our people are supported to be aware of vocational education and training, and to be able to access and complete it.
11. Our students and school-leavers are supported to have vocational aspirations, and to successfully transition into employment or further education and training.
12. Technology, innovation, and entrepreneurship are supported with appropriate training, connectivity, and infrastructure.
13. We remain open to new opportunities and approaches to upskilling.

# He rāpopototanga matua – tō mātou whakakitenga, ngā wero me ngā āheinga

## Executive summary – our vision, challenges, and opportunities

Nelson Tasman’s workforce and labour market is a result of its demographics, economy, local industries, location, natural environment, climate, and history.

As your RSLG, we want to ensure we have a resilient economy, productive businesses, and the skilled workforce to enable all Nelson Tasman communities and people to thrive, in accordance with the Te Taihu Intergenerational Strategy (TTIS) developed by our region for our region.

### We are guided by our vision, which identifies three outcomes:



We have highly productive, well-functioning sectors, with welcoming workplaces that offer decent work.



We anticipate and plan for the future.



We provide support for our people and our businesses, through a responsive education, vocational training, and career development environment.

To achieve our vision, we have identified both regional actions and national recommendations for the sectors and demographic groups in this plan, that we believe will make a difference. We have also made generic national recommendations about workforce training, that are underpinned by our broader regional workforce challenges and opportunities (both current and future), and those that are sector- and demographic-specific.

### We’ve identified several challenges in our labour market

To achieve our vision, we first need to understand our regional labour market. A vital first step is working to ensure better data and information are available for workforce planning.

The global impacts of climate change and supply chain issues are both having a significant impact on many of our key regional industries, now and into the future. We also have a national labour and skills shortage. Compared to the rest of New Zealand, our region’s key challenges include:

» low productivity and wages

- » an ageing workforce, with the median age of workers increasing
- » a declining workforce, with a reduced number of available workers aged between 15 and 64
- » attracting and retaining younger workers
- » lower skills and qualifications than many other regions
- » limited career pathways
- » high house prices.

We also have a history of relying heavily on migrant labour, especially for seasonal work. COVID-19 has highlighted this longstanding workforce issue, with many of our industries and workers reporting the added pressure of skill and labour shortages on productivity and working conditions.

### We can take the opportunity to make changes

To help our workforce and communities to thrive, our employers and workforce can work together to develop innovative ways to:

- » upskill and attract workers
- » actively look to automation and other processes to enable better use of human resources
- » be open to new ways of working, including job-shaping and rethinking business models
- » support our rangatahi to successfully make the transition from school into the workforce.

### We’ve focused on specific industries and demographic groups for this first plan

For the first Nelson Tasman RWP, we have specifically focused on workforce planning and actions for two industry sectors (aquaculture and construction), and two demographic groups (rangatahi/youth and older workers). These industries and demographic groups were chosen to reflect the direction set by the TTIS, and to support regional workforce planning underway.

## What we'll do next

We will present this first RWP to Government in July 2022, who will respond formally to the national recommendations by the end of 2022.

We will deliver on the regional actions set out in this plan for the aquaculture and construction workforces, and for rangatahi/youth and older workers.

We will work with iwi/Māori, to gain a better understanding of inequities in our local Māori workforce. This will include understanding inequities in vocational aspirations, access to training and employment in our region, and ways to address those inequities.

We will be building on this first plan, looking in detail at the workforce needs of additional sectors that are important to our region:



primary industry – specifically forestry and horticulture



visitor sector



health care and social assistance sector



Māori business and entrepreneurs.

We will be looking at the opportunities for additional demographic groups currently underserved in the labour force:



disabled people



migrants, former refugees, and ethnic communities.

The RWP will be updated yearly, and reviewed fully every three years, to ensure we're making the right decisions for the future of Nelson Tasman. If you would like to engage and provide feedback, please email [nelsontasmanrslg@mbie.govt.nz](mailto:nelsontasmanrslg@mbie.govt.nz).



# He rāpopototanga mō ngā mahi ā-rohe me ngā tautohunga ā-motu 2022

## Summary of regional actions and national recommendations 2022



### Older workers 50+

Regional Actions	National Recommendations
<p>We will lead a regional subgroup taking a collaborative approach to supporting older workers to participate in our region’s economy. This group will:</p> <ul style="list-style-type: none"> <li>» increase our shared understanding of older workers.</li> <li>» collaborate to develop and deliver projects that support employers.</li> </ul> <p>We will also support the delivery of four actions in the Nelson City Council’s ‘City for All Ages’<sup>6</sup> strategy, that identify ways to help older people to thrive in Nelson Tasman’s workforce.</p>	<p>We strongly support all 11 actions set out in the national Older Workers Employment Action Plan<sup>7</sup> (OWEAP), and endorse the recommendations in this plan for Tertiary Education Commission (TEC), specifically regarding the funding of actions 1, 3, 4, and 10 (see pages 12-14 of the OWEAP).</p>



### Rangatahi (Young people aged 15-24)

Regional Actions	National Recommendations
<p>We will deliver a plan to engage with rangatahi, to hear and understand their needs, and support their transition from education into the workforce. We will:</p> <ul style="list-style-type: none"> <li>work with youth organisations to collate better data</li> <li>strengthen connections and information-sharing between education providers and employers</li> <li>explore programmes that support rangatahi into the workforce, including mentoring by older workers</li> <li>seek to specifically hear from Māori and Pasifika youth.</li> </ul>	<p>We endorse the work of the national Youth Employment Action Plan,<sup>5</sup> and specifically support Action 10, which aims to increase the uptake of driver licensing. We also recommend that:</p> <ul style="list-style-type: none"> <li>» funding E2E employment programmes continues, and the number of these regional roles is increased</li> <li>» central government agencies undertake to improve their youth data and reporting</li> <li>» central and local government specifically improve collection of data for iwi/Māori to enable evidence-based service decisions, especially for rangatahi.</li> </ul>





## Construction Industry

### Regional Actions

We will establish working groups to help implement these actions developed by representatives of the regional construction sector, including work to:

- » promote trades in schools
- » support research with local youth and their whānau
- » attract women and other under-represented groups into all areas of the construction workforce
- » advocate for skills pipelines that support regional capital projects
- » support local programmes that deliver construction training for Māori.

### National Recommendations

We recommend the TEC:

- » funds the Waihanga Ara Rau WDC to maintain and further develop the Workforce Information Platform<sup>8</sup>
- » works with the Ministry of Education to improve rangatahi access to car driver licence training.



## Aquaculture Industry

### Regional Actions

We will partner with government and industry to deliver the National Aquaculture Workforce Strategy. We'll also:

- » support national collaboration and co-ordination with other RSLG that have regional aquaculture workforces
- » support NRDA in their work leading the development of a Te Taihu Oceans Economy Strategy.

### National Recommendations

We recommend the TEC:

- » supports NZQA to update qualifications and funds NMIT / Te Pukenga to deliver them
- » funds the establishment of an aquaculture apprenticeship and delivering an aquaculture degree in the Nelson Tasman region
- » funds an E2E resource in Nelson Tasman, focused on the oceans economy.

## Further National Recommendations

**We also recommend that TEC actively works with Te Pūkenga to consider and reflect the following in the application of the new Unified Funding System<sup>9</sup> for vocational education, especially in regard to the Nelson Tasman region:**

- » additional regional apprenticeship places
- » increased alternative modes of vocational training delivery
- » improved guidance and pastoral care for new students
- » regional training for employability and work-readiness skills for both rangatahi and older workers
- » regional training in digital skills for all people
- » regional professional development training for managers
- » establishment of Te Tiriti training for organisations interacting with Māori
- » Mā Māori, mō Māori, ki a Māori solutions to workforce and skills issues.





**“Our kaupapa is to support strong communities, strong businesses, and a strong region through our people participating in life-long learning and fulfilling jobs, ensuring a prosperous future for all.”**

Nelson Tasman RSLG

# RSLG ki roto o Aotearoa

## RSLG within Aotearoa

The role of RSLGs and our link with Workforce Development Councils and the Review of Vocational Education

### As your RSLG, we are required to:



#### **understand the regional labour market and its role in raising productivity** –

by highlighting labour supply/demand trends and identifying how changes to achieve a highly skilled regional labour market can add value and increase productivity



#### **influence local activities that impact regional workforce supply** –

including schools, employers, training providers, skills hubs, and local economic development initiatives



#### **inform national direction** –

so education, welfare, and immigration agencies can act to be more responsive to regional needs



#### **ensure underrepresented voices in the workforce are heard** –

by looking at ways to better support and engage with these communities



#### **play a vital coordination role** –

in ensuring local, district, and regional labour market initiatives are coordinated, complementary, and aligned to addressing our region's labour market needs and priorities, as identified in the RWP.

Regional Skills Leadership Groups were born out of the Reform of Vocational Education (RoVE),<sup>10</sup> the most significant change to the vocational education system in 30 years.

As we implement this Regional Workforce Plan, we will work closely with the new Workforce Development Councils (WDCs) as they develop better and more responsive skills training that meets the needs of employers, workers, industry, and the economy as a whole. WDCs will set standards, develop qualifications, and help shape the curriculum for vocational education.

Te Pūkenga is the new entity that brings together previously autonomous polytechnics, including our own NMIT. It will arrange and deliver the majority of training, including work-based learning, together with Wānanga and Private Training Establishments (PTE). Industry Training Organisations (ITO) will transition their training functions to one of these (Te Pūkenga, Wānanga or PTE) by 31 December 2022.

Achieving our desired outcomes for the Te Taihū region will require us to understand our current and future workforce needs. To meet those needs, RSLGs will need to work together with industry, government, and vocational education providers, as well as our communities. Our advice and collaboration with them will help to ensure our region can access the skills training delivery it needs.

### Working together, we will:



enable positive changes in industry productivity, and in sustainable, decent, and rewarding employment for our people and communities



enable improved outcomes from the vocational education system



facilitate collaborative opportunities to support regional initiatives and actions, alongside education providers and other partners, in line with the goals of the Te Taihū Intergenerational Strategy (TTIS).

## Informing national direction



### Regional Skills Leadership Groups (RSLGs)

#### Key Focus:

Regional Labour Markets and Skills

### Workforce Development Councils (WDCs)

#### Key Focus:

Education, Qualifications and Skills for Industry

### Both advise the Tertiary Education Commission (TEC)

The TEC will be required to have regard to overall investment advice of WDCs when making vocational education investment decisions; and give effect to advice about mix of education and training

The TEC will take account of the advice of RSLGs when making tertiary investment decisions

### RSLGs - key facts

- What:** 15 independent regional advisory groups appointed by Government
- Members:** ~12 members reflect regional makeup and include iwi/Māori, supply and demand side
- Focus:** regional labour market and skills needs
- Output:** Develop Regional Workforce Plans (updated annually) and provide regular insights
- Audience:** Regional people, businesses and agencies, Ministers, TEC, MSD (welfare), MBIE (immigration)

### WDCs - key facts

- What:** 6 nationally focused industry-led organisations, established through legislation
- Members:** WDC boards likely to have 7-12 members, with Māori representation
- Focus:** industries' skills needs
- Output:** Set standards, develop qualifications, moderate assessments and endorse programmes; develop industry skills and workforce plans
- Audience:** TEC, NZQA, learners

### Vocational education and training delivery

Wānanga

Te Pūkenga  
(polytechnics)

Private training  
providers

# Ngā kōrero ohumahi o tō mātou rohe

## Our region's workforce story



### Nelson Tasman 2021

- 112,600** people<sup>11</sup> living in the region
- 1 in 5** people born overseas
- currently **60%** of our people are of traditional working age (15-64 years of age)<sup>12</sup>

**Statistics NZ projections are that:**

- by 2048 only **51%** of our people will be of traditional working age

### Te Taihū o Te Waka-a-Māui

Together with Marlborough, Nelson Tasman makes up the rohe of Te Taihū.

**The eight iwi of Te Taihū are :**

- » Ngāti Kuaia, Rangitāne o Wairau and Ngāti Apa (Kurahaupō waka)
- » Ngāti Koata, Ngāti Rārua and Ngāti Toa (Tainui waka)
- » Ngāti Tama and Te Ātiawa (Tokomaru waka)

Our Māori population as a percentage of our total Nelson Tasman population is projected to grow.<sup>13</sup>

Region	2018	2043
Nelson	11%	15%
Tasman	9%	12%

## As a region, we have already done a lot of planning for the future we want to create.

The Te Taihu Intergenerational Strategy (TTIS) was published in 2020. It was developed over two years, guided by extensive community consultation and input.

The TTIS outlines a vision: **tūpuna pono, to be good ancestors**. It places the oranga Te Taihu at its heart – the wellbeing of our people and our places over generations.

The strategy has eight ‘intergenerational outcomes’ at its core, from te taiao (the natural world) and pūtea (economy), to te taihūtanga (top of the south identity) and mātauranga (knowledge).

There are 17 actions identified in the strategy to achieve its outcomes.<sup>14</sup>

### The Te Taihu Intergenerational Strategy

AREA	WHAT WE WANT TO ACHIEVE
 <p><b>TAIAO ENVIRONMENT</b></p>	<p>Our relationship with the natural world is healthy.</p>
 <p><b>PŪTEA ECONOMY</b></p>	<p>Our resilient economy allows our people, places, communities, and businesses to thrive.</p>
 <p><b>TE TAIHUTANGA IDENTITY</b></p>	<p>Our people are proud of their individual and shared identity and feel a strong sense of belonging. We treat each other with kindness and respect.</p>
 <p><b>WHĀNAU COMMUNITY</b></p>	<p>Our people and communities are welcoming, healthy, and safe. Our people are connected across generations, cultures and distance.</p>
 <p><b>TE RĀKAU TAUMATUA PLACE</b></p>	<p>Our people can access affordable and quality places to live. Our shared spaces are places where people want to be.</p>
 <p><b>MANAAKITANGA LEADERSHIP</b></p>	<p>Our decision-making is collaborative, courageous, inclusive, respectful and acts for the long-term. We uphold values and rights of the people and taonga of our region.</p>
 <p><b>PAPA WHENUA INFRASTRUCTURE</b></p>	<p>Our people have resilient transport, communications and energy networks, and water and waste systems.</p>
 <p><b>MĀTAURANGA KNOWLEDGE</b></p>	<p>Our people are knowledgeable, curious and creative.</p>

We have also put extensive thought into implementing the TTIS in Nelson Tasman, and the opportunities and challenges for our region. This implementation work is outlined in the consultation

document *Nelson Tasman Regeneration Plan 2020-2031* (Project Kōkiri 2.0),<sup>15</sup> which includes the table below.

## A snapshot of challenges

Challenge	Issues	Local Impact
<b>Global Challenges</b>	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Inequality and global poverty</li> <li>• Exhaustion of non-renewable resources</li> </ul>	<ul style="list-style-type: none"> <li>» Nelson Tasman is vulnerable to sea level rise</li> <li>» Nelson Tasman has significant material hardship and child poverty</li> <li>» Nelson Tasman is reliant on natural resources for our economic prosperity</li> </ul>
<b>New Zealand Challenges</b>	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Low wages</li> <li>• Skills shortages</li> <li>• A lack of diversification</li> <li>• Under-investment in infrastructure</li> <li>• A rapidly ageing population</li> <li>• Housing affordability and access</li> <li>• Shallow domestic capital markets</li> <li>• Biodiversity decline</li> </ul>	<ul style="list-style-type: none"> <li>» We suffer from the second worst productivity in the country</li> <li>» We have low average incomes and are underpinned by low wage sectors</li> <li>» We have a number of skills shortages and seasonal labour challenges</li> <li>» We are an export driven economy, vulnerable to global conditions</li> <li>» We have a relatively low and ageing population base with significant growing pressures which makes it difficult to fund infrastructure</li> <li>» We are on track to have the fastest growing ageing population in the country and our working age population is declining, in contrast to the national trend</li> <li>» We have the third worst housing affordability in NZ (average house price divided by average household income) with a lag in supply we have been carrying for over a decade</li> <li>» Our capital flow tends to favour real estate over commercial or innovation opportunities</li> <li>» Changes in land and sea use, climate change, pollution and invasive species are putting pressure on te taiao</li> </ul>
<b>Regional Challenges</b>	<ul style="list-style-type: none"> <li>• Distance</li> <li>• Scale</li> <li>• Complacency</li> <li>• Perception</li> </ul>	<ul style="list-style-type: none"> <li>» We are still facing significant disruption as a result of COVID-19 including supply chain and labour market issues</li> <li>» We are heavily reliant on our port and airport, with a relatively small “surrounding” population within driving distance</li> <li>» We are a small region spread across a large geographical area which makes infrastructure challenging to fund and deliver</li> <li>» Our unique lifestyle offering and relaxed culture tends to fuel complacency</li> <li>» We are often seen as “sunny nelson” free of any issues which hinders the attraction of public sector investment, and for prospective skilled workers we have a reputation for “sunshine wages”</li> </ul>

## We are a hands-on workforce predominantly involved in primary industry and manual jobs

In 2021 there were 57,000 filled jobs<sup>16</sup> across the region. The primary sector is the largest industry employer, with agriculture, horticulture, forestry, and fishing providing 11.4% of the region's jobs. The primary sector is a highly seasonal industry, which creates significant challenges for people working in this sector to attain consistent work and income. Seasonal work affects their ability to access rental properties and home loans.

Manufacturing employs 11.2% of workers, and is the second-largest employing sector, often processing our primary products.

Both sectors provide many manual jobs, employing people as labourers in forestry, farms, and factories. These are also the largest employing sectors for Māori – 12.4% and 11.6% respectively.

### The primary sector is the largest industry employer



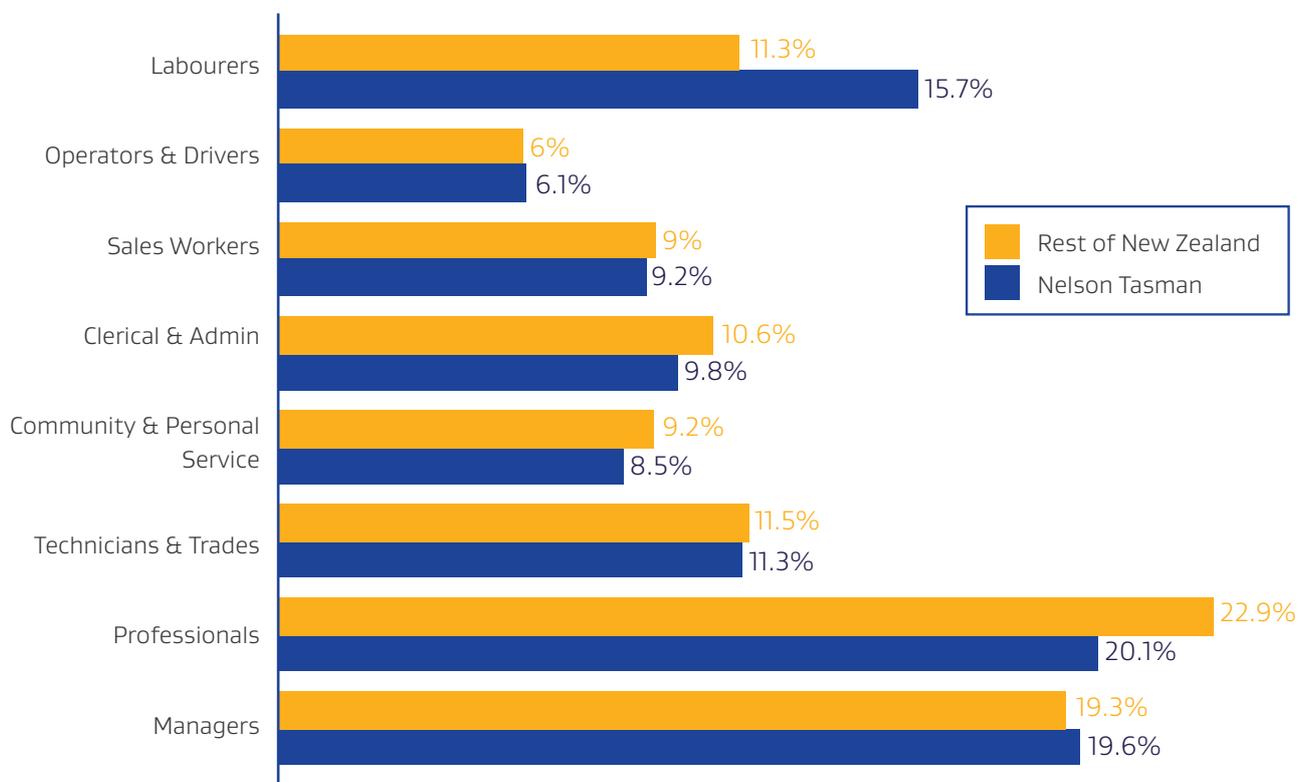
Agriculture, horticulture, forestry, and fishing provide 11.4% of the region's jobs

### Manufacturing is the second largest industry employer



Often processing our primary products, and providing 11.2% of the region's jobs

## Nelson Tasman has a higher proportion of labourers and a lower proportion of professionals than the rest of NZ



Source: MBIE Detailed Regional Employment Estimate 2020

## Our economy has few large businesses and many small to medium enterprises (SME)

We have over 13,000 businesses in Nelson Tasman, and almost all of these are small to medium-sized. Most of our businesses are small, with 91% employing fewer than 10 people, 7.3% employing between 10 and 49 people, and just 1.3% having more than 50 employees.

More than 10,000 people in the Nelson Tasman region are self-employed (18.3% of people employed, in comparison to 16.7% nationally). These people mostly work in construction, professional, scientific and support services, and agriculture, forestry, and fishing.<sup>17</sup>

Across Te Taihū there are approximately 500 self-employed Māori and at least 156 Māori-owned businesses.

The region's largest employers as individual businesses, rather than by sector, include the Nelson Marlborough District Health Board; Nelson Marlborough Institute of Technology; Nelson Pine Industries Ltd; The New Zealand King Salmon Company Ltd.; Sealord Group Limited; Talley's Frozen Foods Ltd and Global Forest Partners Weyerhaeuser New Zealand.<sup>18</sup>

### Proportion of GDP



### Biggest contributors to economic growth, 2011 - 2021

Professional, Scientific & Technical Services	\$133m
Retail Trade	\$130m
Construction	\$119m
Manufacturing	\$118m
Agriculture, Forestry & Fishing	\$100m
All other industries	\$631m
<b>Total increase in GDP</b>	<b>\$1,231m</b>

### Proportion of Filled Jobs



### Industries which created the most jobs, 2011 - 2021

Construction	1,417
Manufacturing	1,053
Professional, Scientific & Technical Services	1,004
Health Care & Social Assistance	943
Accommodation & Food Services	624
All other industries	3,558
<b>Total increase in employment</b>	<b>8,599</b>

Source: Infometrics Annual Economic Profile, accessed 18 May 2022, original source: Stats NZ HLFS

## Unemployment is low, but some groups are not well represented in the workforce

Our region does not get regular and accurate data on labour market participation, due to issues in national statistical reporting. For example, the national Household Labour Force Survey combines Nelson and Tasman data with the West Coast and Marlborough regions, resulting in data that is not specific to our region. However, we do know that Nelson Tasman has relatively low levels of unemployment; that employers find it difficult to

recruit staff across all skill levels; and that we have a 9.9% NEET rate (youth who are not in employment, education, or training).<sup>19</sup>

Rangatahi, Māori, disabled people, and women have lower participation in the labour market, resulting in a lack of diversity in the labour market. Rangatahi are a priority group for the RWP – see page 26.



# **I orea te tuatara ka patu ki waho**

**A problem is solved by continuing  
to find solutions**

## Our workforce faces several challenges

We know Nelson Tasman is rich in potential, and has the resources and talent for a prosperous and successful future.<sup>20</sup> However, we also know our productivity is extremely low, our wages are lower than the rest of New Zealand, and our housing affordability and supply is at crisis level. These challenges have significant impacts on our region's workforce and on our ability to attract workers from elsewhere.

### Lower skills and qualifications may worsen outcomes for our people

Nelson Tasman has a slightly lower qualification profile than the New Zealand average. Just over 50% of the Nelson Tasman population has either no qualifications or has Level 3 as their highest qualification.<sup>21</sup> This is also reflected in the disproportionately low NCEA achievement rates of Nelson Tasman Māori, as identified in the rangatahi section on page 26.

Whilst a qualification is not essential for success, research by the Tertiary Education Commission indicates that people with less than a Level 4 qualification are more vulnerable to negative impacts of labour market changes, and more likely to experience financial hardship, unemployment, and poorer life outcomes.

### Low productivity impacts our region's businesses as well as our workforce

Our region's productivity has been low for a long time. However, it has only been brought to the forefront recently, with our Nelson Regional Development Agency making it an intensive focus in the last year.<sup>22</sup>

Our region's productivity is \$1.67 billion below the national average, and GDP per person is \$97,000 per year, 22% lower than the national rate of \$125,000.<sup>23</sup> Based on current patterns, we'll take up to 145 years to catch up. This has significant impacts on our region's workforce, as low productivity negatively impacts companies' profitability and their ability to pay higher wages.<sup>24</sup>

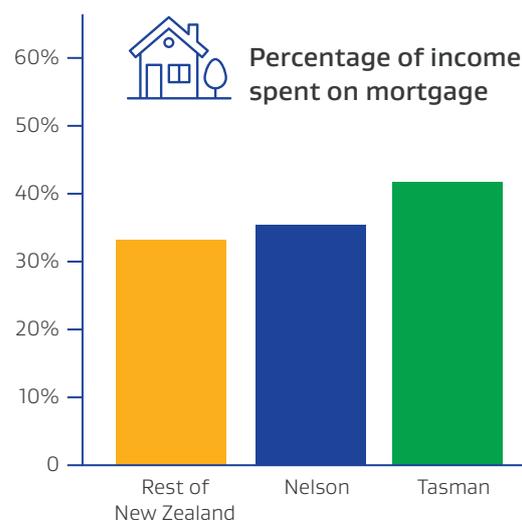
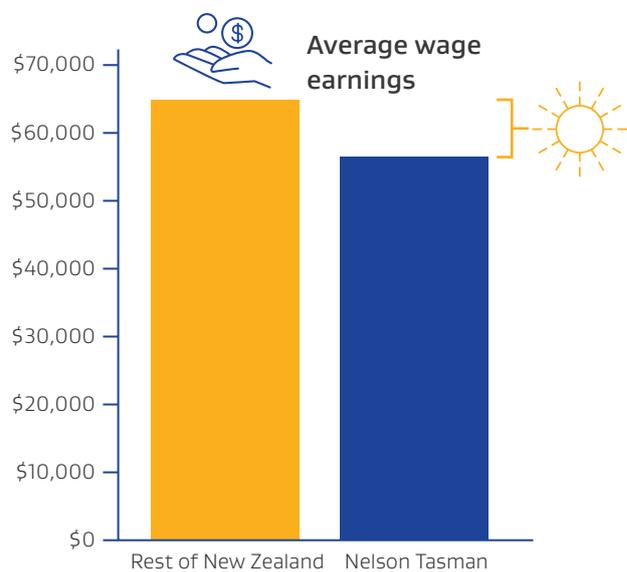
As a region with many small to medium enterprises (SMEs) and self-employed workers, we do not have extensive regional workforce planning driven by large sector or industry groups. Taking a collective approach to workforce planning for our region includes working with the industry collective approach provided by the WDCs. This approach

creates an opportunity to address some of the skills and labour issues impacting our productivity, as well as increasing opportunities for new roles for our workforce.

### Low wages and high house prices impact affordability and attraction

Low wages and high house prices impact our region's affordability, our people's wellbeing, and the ability to attract and retain talent.

Average wage earnings in our region are the second lowest in New Zealand,<sup>25</sup> being \$57,476 compared to the national average of \$65,910.



In addition to lower wages, Nelson Tasman is the third to last in affordability for buying or renting a home in New Zealand (where affordability is the average house price divided by the average

household income). Nelsonians spend an average of 36% of their income on their mortgage, and people in Tasman spend 41%, compared to the national average of 34%.<sup>26</sup>

### **COVID-19 has impacted our communities and industries**

COVID-19 has had both positive and negative impacts on our communities.

Many of our people and families have faced loss of income, due to falling ill, isolation requirements, or having reduced work. Iwi and social agencies have reported a significant increase in the numbers of whānau struggling to provide for basic needs, which is being exacerbated by rising inflation.

Industries with a high reliance on migrant labour and on international visitors have been the most negatively impacted, specifically horticulture, hospitality, and tourism. COVID-19 has highlighted

the long-standing issue of our limited local labour supply. To support our communities and industries to thrive post COVID-19, one of our key aspirations is to reduce our reliance on low-paid migrant labour.

Our businesses and employers have also struggled with a lack of flexible business models, which has impacted their ability to attract and retain workers in a changing work environment due to COVID-19. Some employers have responded to this challenge by rethinking their business models and work practices. We have heard many stories from businesses of innovations they have introduced to attract and retain staff. Examples are amending shifts to reflect school hours, enabling caregivers to work, and taking other 'job-shaping' actions, such as splitting a 12-hour shift into two 6-hour shifts, to make the role more appealing and to allow for job-sharing between two workers.



Photo credit - [www.nelsontasman.nz](http://www.nelsontasman.nz)

## Our future and our future workforce

Our future economy will be impacted by global megatrends, particularly demographic changes, technology, and climate change.

### Based on current estimates, our population growth is unlikely to meet the needs of our regional workforce

By 2033, our total region's population is projected to increase by about 15,000 people. Over the same period, the number of filled jobs in our region is projected to increase by about 10,000, so we are likely to have more jobs than people of working age to fill them.<sup>27</sup>

The makeup of that future population will be more diverse. Māori, Pacifica, and Asian populations will grow, especially youth. In addition, we will have more older people, with people aged 65+ increasing from about 20% to about 30% of our population.<sup>28</sup>

Over the same period, the number of filled jobs in our region is projected to increase by about 10,000.<sup>29</sup>

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*'Structural drivers of change, like ageing populations . . . have the potential to be even more disruptive than COVID. How we respond in the next few years will play a key role in shaping our future direction'*

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Donna Purdue, MBIE's Chief Economist

Due to our ageing population, and subsequent shrinking proportion of our working-age population (people aged 15-64), we need to look at ways to enable older people to remain in the workforce, if they want to do so. We've focused on enabling older workers as a priority group for this regional workforce plan – see page 24.

This demographic change means we need to maximise the skills and innovation potential of our rangatahi, ensuring that they are supported to know about career opportunities in our region and access them, whilst being enabled to progress their careers to ensure a good future for them and their wider whānau. We've focused on rangatahi as a priority group for this regional workforce plan — see page 26.

### An increase in jobs requiring skilled workers in the future

We know increased investment in technology and innovation will change the nature of work. Skills

and training can drive our workforce in a direction that will assist innovation and allow our people and economy to thrive. We can proactively shape our future workforce to address wellbeing inequalities such as health, education, income, and housing,<sup>30</sup> whilst ensuring decent work and supporting increased regional productivity.

While we don't know exactly what the future demands for skills will be, modelling predicts an increase in demand for highly skilled workers in all industry sectors in Nelson Tasman over the next five years.<sup>31</sup> This could mean a shift in the current workforce, as was described in community consultation, 'to do less with our hands and more with our heads'.

To meet future demand, we need to make changes. We could do this by:



upskilling our current workforce by developing the people we already have



ensuring we actively develop both our up-and-coming workforce (those still at school), and those who are looking to change careers or wanting more work, by growing understanding and awareness of careers in our region and their training opportunities and career pathways



looking for opportunities to better collaborate with local polytechnics and universities, supporting them to develop and deliver a curriculum that meets the needs of our workers, as well as our industries and employers



bringing people into our region to fill roles we can't fill locally.

### Climate change will also drive demand for new skills

Our region is vulnerable to rising sea levels, and biodiversity is declining as a result of pollution, invasive species, and changes in how we use the land and sea.<sup>32</sup> What can grow where will change over time and we will need to adapt to more extreme weather events that happen more often. Internationally, economies will demand a wider, different range of products that are environmentally sustainable across the whole supply chain. Globally, non-renewable

resources are becoming exhausted, and there is a clear focus on seafood, particularly aquaculture, as a growth area for its environmental and nutritional advantages over traditional land-based proteins.

This represents opportunities for us to be nimble and claim the economic gains already appearing as consumers and governments change what they value. Our region's horticulture, forestry, and oceans economy (aquaculture and seafood) sectors have been resilient through the COVID-19 pandemic.

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*With good stewardship, and the right workforce skills and development, we are well aligned to contribute to the increasing global demand for food and fibre products that can be produced sustainably.*

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We will need to seek 'just transitions' for working people who will need to be trained, reskilled and/or redeployed due to climate pressures. Industrial transition to working in a low carbon context will be integral to meeting our economic, social, and cultural aspirations as a region.

### Upskilling and attracting workers

The Nelson Tasman labour market has great potential to improve training opportunities and the way we work. By enabling change, we'll help our economy to become more productive and will ultimately support our workforce to respond to changing demands for labour and skills.



**Provide training and development opportunities** – Ensure workers of all ages can get the skills they need to grow and adapt to a modern workplace, such as developing soft skills, learning new technology, and resilience strategies.



**Influence training and education** – Advise TEC and Te Pūkenga, as part of our ability to influence training and education in communities and businesses.



**Attract and retain rangatahi** – Identify development and training opportunities, and pathways for career progression, to ensure our rangatahi have fulfilling work.

### Continuing to support our growing industries and businesses



**Construction industry** – This industry has seen strong growth, with a 2.2% increase in the number of filled jobs between 2011 and 2021. Job creation will increase with major infrastructure developments in the next five years, such as the Nelson Hospital Redevelopment.



**Māori business and economy** – There are many Māori-owned businesses and self-employed Māori across the Te Taihurohe<sup>33</sup> (encompassing Nelson Tasman and neighbouring Marlborough). Research by Te Puni Kokiri<sup>34</sup> has identified the most common industries for Māori owned businesses and retail and construction in Tasman and professional scientific and technical services as well as construction in Nelson. Te Taihurohe's eight iwi have net assets of about \$800 million.



**Primary industries** – The oceans economy, forestry, and horticulture have grown significantly over the past decade. The national oceans economy is projected to double by 2035.

### Being open to new ways of working



**Support and encourage flexible working environments** – COVID-19 has highlighted the benefits of flexible work environments and business models in improving wellbeing outcomes for people, and resilience and productivity for our local businesses, through the use of technology. Flexible work environments not only attract workers, but also retain workers (for example, older workers who wish to continue to work but reduce hours in transitioning to retirement).



**Widening recruitment to get the right talent into jobs** – Flexible working can attract a wider range of talent and encourage more people to enter the labour market. However, a wider pool of applicants still needs to be reached to fill jobs with the right talent.



# Ngā rōpū tōmua ā-iwi me ngā ahunga mahi mō te tau 2022

## Priority demographic groups and industries for this 2022 RWP

In this iteration of the RWP, we focus on older workers and rangatahi, and the construction and aquaculture industries. The demographic focus area was chosen to reflect the direction set by the Te Taihū Intergenerational Strategy (TTIS), to reflect the impact on our workforce of future demographic changes. The industry focus area reflects the opportunities for our region that arise from increasing productivity in these two industry/sector groups that significantly impact our regional economy.

In considering our people, we've looked at national and international research, and examples of action already underway to make the most of the workforce

we have. This includes ways to reduce inequity of access to career aspirations and training (e.g., Māori and Pasifika) and improving employment of groups that are under-represented in areas of our labour market (e.g., women in the construction sector). For this RWP we have specifically focused on our region's rangatahi, and workers aged 50 and over.

In looking at our industries, we are working with Ohu Mahi / Workforce Development Councils (WDCs), who are tasked with giving greater industry leadership and influence across vocational education to meet current and future workforce skill needs. For this RWP we have specifically focused on our construction and aquaculture workforces.

► We've identified **regional actions** – things we can action here in Nelson Tasman to grow and develop our workforce. We will either lead these actions directly, or support those who are leading them. We will also monitor their impact over time to ensure these actions are achieving their intended outcomes, in line with the TTIS. Most of our actions directly contribute to the following TTIS outcomes:



### PŪTEA ECONOMY

Our resilient economy allows our people, places, communities, and businesses to thrive.



### WHĀNAU COMMUNITY

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



### MANAAKITANGA LEADERSHIP

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

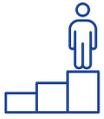


### MĀTAURANGA KNOWLEDGE

Our people are knowledgeable, curious and creative.

► We have also made **national recommendations** on the things we can't do at a regional level and are therefore recommending national organisations consider doing. These include changes to government funding of vocational training and support, and recommendations for industry-specific changes, to be led by the WDCs.

Our regional actions and national recommendations are both targeted to support our focus demographic groups and industries in this plan, in addition to supporting future iterations of the RWP, such as developing data specific to our region.



## Older workers – making the most of unique skills and experience

Nelson Tasman has one of the oldest workforces in New Zealand – currently 42% of all Tasman workers and 41% of all Nelson workers are over age 50.

Older workers bring unique skills and can improve productivity by passing on their experience. They can provide businesses with skills and knowledge that younger workers cannot. OECD research also shows that older workers improve the productivity of younger co-workers, which improves overall productivity.<sup>35</sup> However, older workers can be subjected to bias and discrimination, and are often disregarded as eligible candidates for a role due to their age.

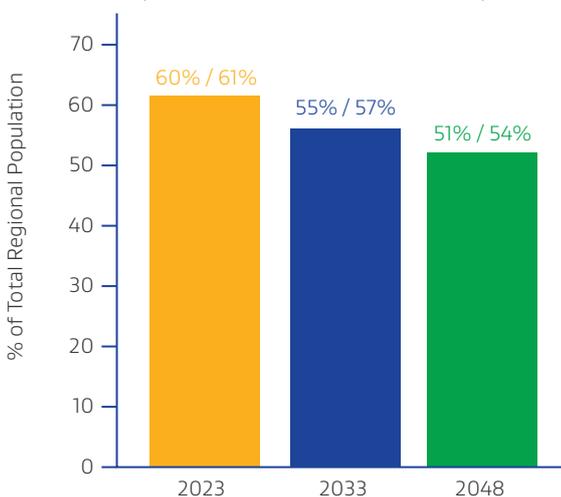
Our councils and central government have active regional and national initiatives for older workers. Our work will align with these initiatives, including the Government’s He Mahere Mahi Whakawhiwhi Mahi mō te Hunga Pakeke – [Older Workers Employment Action Plan](#) and He Rautaki Whakatupuranga – [Nelson City Council’s ‘City for All Ages’ strategy](#).

### Challenges and opportunities

The proportion of people in Nelson Tasman aged 15 to 64 will decline significantly over the next two decades. Current Stats NZ population projections based on the 2018 census estimate that for Nelson and Tasman, the 2023 workforce will constitute 60%/61% of total regional population. By 2033 this is reduced to 55%/57% and by 2048 it will be 51%/54%. This is not mirrored in every region, or for the country as a whole.

#### People aged 15 to 64 in Nelson Tasman

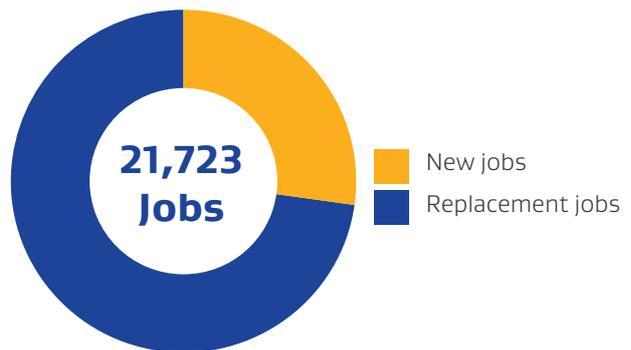
(based on the 2018 census estimate)



The number of replacement job openings (e.g., created when workers retire or leave the workforce for other reasons) is likely to be higher than those created by growth. Infometrics Te Matapae data accessed on 30 May 2022 indicates that of the 21,723 forecast job opportunities in Nelson Tasman between 2021 and 2027, only 5,919 are likely to be new jobs. The remaining 15,804 are forecast to be replacement job openings. Therefore, we need to encourage and support local businesses to employ older workers (aged 50+) in a way that supports their wellbeing, including those who may wish to continue working into their later decades.

#### Forecast job opportunities between 2021 and 2027

(based on Te Matapae Data accessed on 30 May 2022)



Older workers have skills and knowledge that offer significant benefits for our businesses and wider industries.<sup>36</sup> Keeping older workers, developing their skills, introducing automation, and attracting their talent can all help solve the challenge of a shrinking working-age population in our region. In addition, we can specifically support the number of people of working age in Māori and Pasifika communities, who are historically under-represented in higher-skilled jobs. One opportunity to address this inequity in our Nelson Tasman workforce is to provide older Māori and Pasifika access to life-long learning.

While people aged 50 or over make up more than 40% of Nelson Tasman’s workforce, more than half of our businesses do not have specific policies and strategies for those workers.<sup>37</sup> Most of our businesses are small and will need support to make changes to meet the needs of older workers, such as job-shaping and job-sizing, among other changes to enable and encourage recruitment and retention of older workers.

## Regional actions and national recommendations we will take in Nelson Tasman

The RSLG will lead a central and local government subgroup to collaborate in supporting older workers to participate in our region's economy, which will include these representatives:

- » The Chair of the Older Workers Subgroup is the Ministry of Business, Innovation and Employment (MBIE) RSLG Regional Lead, or their delegate.

Other members are representatives of Nelson City Council, Tasman District Council, Ministry of Social Development, Chamber of Commerce, Nelson Regional Development Agency, Nelson Marlborough Institute of Technology, and the Regional Public Service Commissioner.

### Regional actions

For the next 2-3 years, this Older Workers Subgroup will develop and deliver an implementation plan for the following actions, and report on their progress and impact.

#### Increase our shared understanding of older workers by:

- » identifying and sharing data and insights of the demographic challenges facing our region's workforce
- » sharing information and learning about how to maximise older workers' contributions to our region.

**Collaborate to develop and deliver projects that support employers to attract and retain older workers, including showcasing successful examples.**

#### Support the delivery of the four actions allocated to the RSLG in the Nelson City Council's 'City for All Ages' strategy:

- » Identifying effective channels to reach older workers with information about work opportunities.
- » Working with employers to identify skills shortages for older people looking for jobs and advising on training opportunities that will help match them into appropriate work opportunities.
- » Exploring ways to help employers support their older workers, including helping to

retrain them and enabling flexible working arrangements.

- » Exploring micro-credentials and other types of training to help older workers to reskill and upskill in a way that supports them in their career choices.

### Our recommendations for national consideration

We strongly support all 11 actions set out in the national Older Workers Employment Action Plan (OWEAP),<sup>38</sup> and endorse the recommendations in the OWEAP for TEC, regarding funding the following actions:

**Action 1:** Research and assess the needs of older workers for training, upskilling, and vocational education, and the barriers to access (including appropriateness and availability).

**Action 3:** Actively engage with older workers and make sure they can access information that will help them identify training options, prepare for work, find work, and stay in work.

**Action 4:** Review relevant career products to make sure that older workers are visible, and their context reflects the diversity of older workers, is useful and relevant to them, and raises awareness of study and training options.

**Action 10:** Improve understanding across industry groupings and sectors of the effects and opportunities of an ageing workforce. We look forward to working with TEC to deliver this action.

Ministry of Social Development: We specifically note and commend the regional research conducted by MSD into the impact of COVID-19 on older job-seekers in the Nelson MSD region. We strongly support that report's recommendations regarding Advocacy, Services, and Job Seeker Insights, and specifically ask that MSD consider this initiative:

The RSLG strongly supports the establishment of a **Pilot Older Worker Support Programme** in the Nelson Tasman region.



## Rangatahi – helping our young people thrive in the workforce

Rangatahi (young people aged 15-24) are paving the way for non-traditional ways of working, are instrumental in driving necessary change in our workforce, and keep our economy and vibrant community thriving. Our region's rangatahi bring innovation, social awareness, adaptability, new sets of skills, and entrepreneurship to the workforce.

Our overall working-age population (15-64) in Nelson Tasman will probably decline significantly over the next 20 years. Therefore, we need to ensure all our rangatahi have access to enjoy a range of employment, education, and training opportunities, while taking pride in living, learning, and working in our region. We have industries actively employing our young people, but 9.9% of young people are in the 'NEET' category (not in employment, education, or training). This is significantly higher than our unemployment rate of 3.2%.<sup>39</sup>

Nelson Tasman's overall NCEA achievement rates are roughly in line with the national average, but achievement rates for Māori are substantially lower. This has long-lasting effects on wages, adult employment, and quality of life and outcomes.

We surveyed local rangatahi to learn more about the challenges and opportunities they face, and worked with the Nelson Tasman Youth Workers Collective Network and local careers advisors.

### Challenges and opportunities

Our rangatahi are becoming more ethnically diverse,<sup>40</sup> and they think and act differently from our older workers. They can provide new perspectives to our region's businesses and economy. The Te Taihū Māori Business Network has significant anecdotal evidence of the entrepreneurial nature of rangatahi and the opportunities that provides for our region.

But many of our school-leavers leave our region for further education, employment, and life experiences, and many don't return. More than a quarter of our survey respondents said that our region didn't appeal to them because it lacked study options and had no university base. They want to move on to bigger and better things.<sup>41</sup> This highlights the need to ensure the industries within our region understand the career goals and aspirations of our rangatahi, and provide career opportunities that align with them.

We need to improve local opportunities to encourage our young people to stay or return home – for example, partnering with tertiary education providers to support work-based learning and resource-sharing. We also need to encourage our employers to see the potential of our rangatahi in our future workforce, and how they can benefit our businesses.

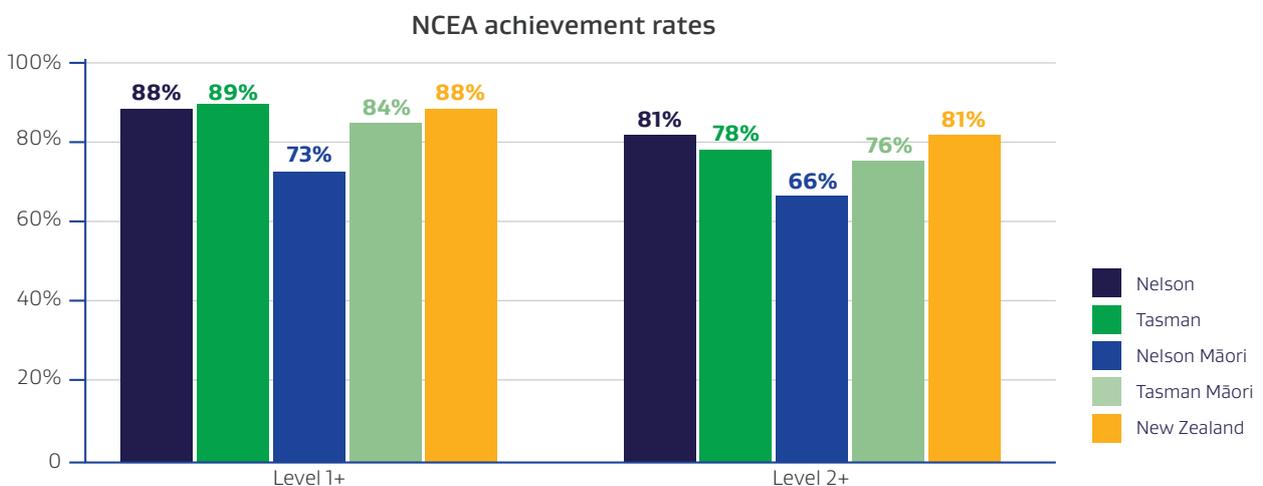


Figure 2 – NCEA achievement rates (2020) in Nelson, Tasman, Nelson Māori, and Tasman Māori.<sup>42</sup>

## Regional actions and national recommendations we will take in Nelson Tasman

The Government's Youth Employment Action Plan (YEAP) released in August 2019 has also informed our regional actions and national recommendations.

Our goal is for:

- » rangatahi to better understand our industries, the roles within those industries, and the opportunities in our region
- » employers and businesses to be supported to better understand our rangatahi aspirations and to think differently about the value rangatahi add to our region's workforce.

The following actions and recommendations support the aspirations of our rangatahi and their role in the workforce. They'll ensure rangatahi are better able to access education, training, and employment opportunities, so our region has the workforce it needs in the future.

### Regional actions

In 2022/23 the RSLG will develop and deliver a plan to actively engage with rangatahi, to hear and understand their education, training, and employment needs.

**We will:**

- » use our regular RSLG reporting and other mechanisms, such as the Local Insight Report, to ensure that rangatahi needs are identified and heard by the leading agencies that can initiate action and drive positive change, in addition to seeking to specifically hear from Māori and Pasifika youth in our region
- » work alongside and support regional youth-based organisations, such as the Nelson Tasman Youth Workers Collective, to collate better data on our rangatahi
- » work to identify the increasing number of rangatahi who sit outside traditional education, training, and employment models
- » work with the Te Taihū Māori Business Network to understand how the RSLG can assist in supporting entrepreneurship
- » co-ordinate and strengthen connections between our region's secondary schools, tertiary education providers, Workforce Development Councils and employers, to increase understanding of roles and opportunities

- » keep informing industry and employers of the potential our rangatahi have and how to support their entry into the paid workforce, including sharing best-practice examples of:
  - connections between schools and industries that inform young people about career opportunities, and facilitate the pathway from school to employment
  - industries that have taken action to communicate career and training opportunities.
- » explore a 'job-phasing' pilot, where rangatahi are progressively phased into paid employment. This is in response to rangatahi being overwhelmed when they go straight into a 40-hour working week, and other work-readiness issues
- » support and facilitate the development of a working group with our region's construction sector, local recruitment agencies, and MSD to develop and source funding for on-the-job mentoring programmes, using older workers as mentors.

### Our recommendations for national consideration

We support action 10 of the 2019 Youth Employment Action Plan,<sup>43</sup> which aims to increase the uptake of driver licence testing and training among rangatahi, to overcome employment barriers and create more equitable employment opportunities. We note that this was also supported in Budget 2022.

We recommend continuing and increasing the national funding of the Ministry of Education / Ministry of Social Development 'Education to Employment' (E2E) programme, to enable more E2E roles in the Nelson Tasman region.

We recommend the Regional Public Service Commissioners work to support central agencies to improve their youth data and reporting – for example, consistent data sets across agencies.

We ask that central and local government improve iwi/Māori data to ensure there is an evidence base for interventions to inform planning and to identify gaps in providing services.



## Construction industry – addressing workforce issues in Nelson Tasman

Construction is both a significant employer in the Nelson Tasman economy, and a significant contributor to it. In 2019 it was the fourth-largest contributor to our region's GDP at \$401 million<sup>44</sup> and provided 8.8% of filled jobs.<sup>45</sup> We also know that many people in our regional construction industry are self-employed.

However, there is a significant gap between our current regional construction workforce, and the supply required to match current and future levels of construction demand, as set out in the [Nelson Tasman Future Development Strategy 2022-2052](#)<sup>46</sup> (a joint project by the Nelson City and Tasman District Councils).

### **We need the sector to keep growing to meet our region's demands**

The Nelson Tasman region has increased in population and housing construction, and the Future Development strategy predicts we may need to find space for between 2,000 and 12,000 extra homes across Nelson and Tasman over the next 30 years, in addition to space for industry. The demand for housing (for both buying and renting) is not meeting current supply. This housing demand, combined with regionally low wages, results in a significant challenge in attracting and retaining construction workers.

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*'We may need to find space for between 2,000 and 12,000 extra homes across Nelson and Tasman over the next 30 years, in addition to space for industry'*

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Nelson Tasman Future Development Strategy

In addition to housing, we also have significant construction projects planned, including the Nelson Hospital rebuild, building the Science and Technology and Riverside precincts in Nelson, the \$28m redevelopment project to build 20 homes in Motueka at the Te Āwhina Marae, and the Te Āwhina Marae Trades Training and Technology Hub.

For the sector to keep growing, we need a workforce that is large and skilled enough to meet the demands of residential, commercial, and public construction. This includes both vertical construction (above ground) and horizontal construction (roading and other infrastructure).

Current data on the supply of our construction workforce in relation to demand is captured on the [Workforce Information Platform](#) (WIP), managed by Waihanga Ara Rau (the Construction and Infrastructure WDC). This forecasts regional vertical construction, with the intention to add horizontal construction workforce information by the end of June 2022. This will be a key tool in construction workforce planning for our region.

To learn more about the challenges and opportunities the sector faces, the Nelson Tasman RSLG hosted four workshops with the Building and Construction Industry Training Organisation (BCITO), Skills Org, Competenz, and Connexis. About 30 people attended each workshop, with local representatives from all parts of the sector. Participants were tasked with identifying barriers, potential solutions and priorities, leading to regional recommendations. The full report of these Nelson Tasman workshops is now available, along with more data on Nelson Tasman Construction Workforce Planning and Development.<sup>47</sup>

After holding 11 workshops in different regions, a review found that the issues we face regionally are common throughout New Zealand.

### **Over time, three key solutions emerged:**

- » Increase the workforce.
- » Do more with the workforce we have.
- » Postpone or cancel projects to reduce demand.

### **Challenges and opportunities**

Nationally, the construction sector is looking at these three ways to alleviate the national workforce supply and demand issues. It will be using the goals of the Construction Capability Plan on addressing supply by optimising workforce capability.<sup>48</sup>

To avoid the 'boom and bust' workforce cycle that has led to capability loss in the workforce, the sector is also looking to support the industry to base workforce planning on longer-term trends.

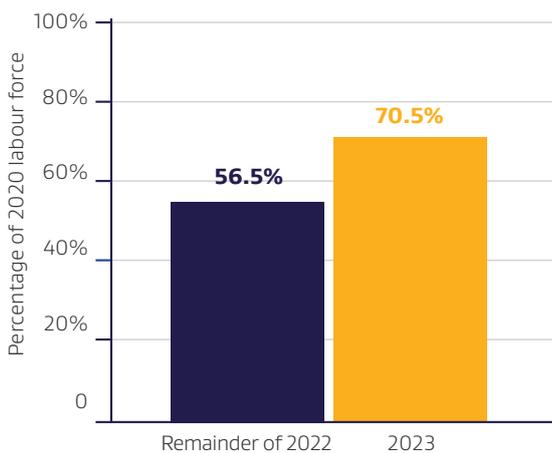
COVID-19 responses such as Apprentice Boost and the Targeted Training and Apprenticeship Fund (TTAF) have reduced this cycle since 2020, but we still have significant workforce shortages – which result in housing shortages. Budget 2022 has extended funding for these apprenticeship

initiatives, ensuring we can continue to encourage and support construction apprenticeships.

Consented projects together with an allowance for unconsented work (estimated at \$1B per quarter nationally) highlights a gap between our current construction workforce and the supply required to match the current levels of demand. We are short now and based on forecast demand will be in crisis if we don't start creating a skills pipeline now to develop our construction workforce.

The vertical construction workforce shortfall for the Nelson Tasman region is estimated to be almost 3,200 workers for the remainder of 2022 (56.5% of 2020 labour force). For 2023 the shortfall average is over 3,950 (70.5% of 2020 labour force), without factoring in the effect of delayed projects due to workforce shortages or supply channel issues in 2022.<sup>49</sup>

**Vertical construction workforce shortfall for the Nelson Tasman region**



Demand for construction workers is already outstripping supply, and Nelson Tasman needs to attract skilled labour and also train more people in all aspects of construction. We need to enable both school-leavers and career changers to access apprenticeships. We also need to address negative perceptions of the industry and ensure people know about the wide variety of career pathways in the construction and infrastructure workforce. In addition, the length of time it takes to complete training can be a barrier to people joining the industry.

Waihangā Ara Rau WDC will continue its work to increase diversity, including increasing the numbers of women, who currently make up only 2.2% of the national construction industry workforce. Increasing support for self-employed construction workers has also been highlighted to assist with retention.

Another challenge is the lack of mid-level qualifications, or micro-qualifications for specific skills, that could assist with further developing skill levels. The construction industry has also acknowledged that it does not have enough supervisors to support the number of trainees.

We also need to support new workers as they enter the industry, acknowledging the need to assist with being 'work-ready' for the industry, including transport to jobs, especially if they don't have a driver licence. Businesses need to make sure their cultures meet new workers' needs – for example, by acknowledging that apprentices need to do paperwork, and support to undergo driver licensing training and testing.



## Regional actions and national recommendations we will take in Nelson Tasman

### Regional actions

Regional participants developed actions during a series of Nelson Tasman workshops with the construction sector in 2021. The full Waihanga Ara Rau Nelson Tasman construction sector report from the workshops is available below.<sup>50</sup> We will work with Waihanga Ara Rau WDC and industry to establish working groups to develop an implementation plan for these actions:

- » **Support and increase trades promotion in schools** – collaborating to increase direct links with local industry and training providers, including the Top of the South Trades Academy. Also working with Waihanga Ara Rau’s Vocational Pathways Advisor to improve access to high-quality careers information, advice, and guidance.
- » **Support further research with local youth and their whānau** – to identify their needs and develop ideas to increase engagement in regional construction industry training. Attract women and other under-represented groups into the construction workforce – working with Waihanga Ara Rau’s team on ‘Growing and Strengthening the Workforce through Diversity’, including developing and delivering appropriate incentives and services within the industry.
- » **Investigate opportunities to provide more allied trades training in our region** – working with the regional representative for Waihanga Ara Rau WDC. One way to do this is to establish a working group including Chairs of allied trades, industry employers, iwi, NMIT, ITO, and representatives from all colleges.
- » **Work with NRDA to promote long-term opportunities in construction and infrastructure** – including identifying and delivering ways to target ‘career changers’ to move permanently to the Nelson Tasman region.

- » **Be advocates for developing skills pipelines that support significant capital projects** – supporting work underway to develop the regional construction workforce to deliver projects over the next 10 years, including:
  - Nelson Hospital rebuild
  - Te Āwhina Marae project
  - Nelson Library redevelopment and Riverside precinct
  - science and technology precinct.
- » **Support pathways to deliver construction related trades training and better employment outcomes in the construction sector for Māori** – including supporting iwi/ Māori-led development projects such as the Te Āwhina Marae Trades Training and Technology Hub

### Our recommendations for national consideration

We strongly recommend the Tertiary Education Commission (TEC):

- » funds the Waihanga Ara Rau WDC to maintain and develop the WIP, including adding forecast infrastructure/horizontal construction projects to this database. The WIP will enable forecasting data to guide planning for our region’s industry workforce
- » works with the Ministry of Education to improve rangatahi access to driver training, testing, and obtaining their driver licence. This includes making funding available for learners to earn up to eight NCEA credits at NZQF level 1 and 2.

**Central Government** - We also recommend central government considers the funding and establishment of a construction skills hub, to support both the Nelson Hospital rebuild and the wider cluster of capital projects within the Nelson Tasman region.



## Aquaculture industry – supporting the development of a national workforce strategy

Aquaculture really matters to Te Taihū (Nelson Tasman and Marlborough). The Te Taihū Intergenerational Strategy (TTIS) acknowledges this sector as a significant contributor to our wider Oceans Economy: ‘Currently we rely heavily on the food and fibres sector (aquaculture, horticulture, viticulture and forestry), and manufacturing (high value engineering and design). . . As businesses, Iwi, communities and local and central government organisations, it’s time to collaborate better in Te Taihū and as sectors across Aotearoa.’

Marlborough grows 56% of New Zealand’s salmon and 65% of New Zealand’s Greenshell mussels, while Tasman and Golden Bay have mussel farming zones under development (presently 5% of New Zealand’s production).<sup>51</sup> Nelson Tasman is home to much of the management and processing of aquaculture. Our region also supports much of the science, research, technology, and product development associated with the aquaculture industry, as well as a significant amount of aquaculture-related vocational education and training.

Science providers with a regional presence include the Cawthron Institute,<sup>52</sup> Plant and Food Research,<sup>53</sup> and National Institute of Water and Atmospheric Research (NIWA). The Nelson Tasman region is the base for Aquaculture NZ (AQNZ), the national industry body; national offices of larger businesses and their processing plants; and the operational arm of the central government agency that supports aquaculture, the Ministry for Primary Industries (MPI). The Nelson Marlborough Institute of Technology (NMIT) offers aquaculture certificate and tertiary courses, including some unique opportunities to gain practical experience with local businesses. NMIT also provides targeted training for those already employed in the industry.

Nationally, the aquaculture industry currently employs over 3,000 people in regional communities around New Zealand, and Māori make up 23% of the workforce. In June 2021 the industry estimated they had an 18% shortfall of workers with approximately 550 vacancies, predominantly in processing roles. Currently these critical processing roles are mainly entry level, manual, and hard to fill. While automation is a desired long-term solution, in the interim the industry is actively seeking to attract

### About our aquaculture workforce



**3000+**  
employed in  
2021



**6000+**  
predicted by  
2035



**65%**   **35%**  
Gender imbalance



**38% aged 50+**  
Our aging workforce  
is a risk



**Migrant labour**  
8% aquaculture  
14% seafood processing

New Zealand workers by offering higher wages and better conditions. It is also working with Immigration NZ to access migrant labour to address the immediate shortfall.

To understand the future workforce required, both regionally and nationally, the Nelson Tasman RSLG supported AQNZ to run an aquaculture sector and government agencies working group throughout 2021. This group included main industry employers, industry bodies, and government agencies, and produced the National Aquaculture Workforce Strategy 2021.

### Opportunities and challenges

Aquaculture in Nelson Tasman has potential for huge growth. The Government’s national aquaculture strategy<sup>54</sup> has a goal of \$3 billion in annual sales by 2035, while growing sustainably and using innovation to add value. One of the strategy’s four measures for success is increasing regional jobs and incomes. Te Taihū iwi own and manage aquaculture assets as iwi organisations and Māori businesses, as well as having values and aspirations over the shared marine space occupied by marine aquaculture activities.

The industry is clear that critical workforce shortages, both current and future, are hindering productivity and growth across Te Taihū. These have recently been most pronounced in land-based processing facilities, which in March 2022 were short an estimated 400 workers – 20% of their full staff. Factories could not run night shifts, and day shifts ran at 60-80% capacity.

Regionally, future aquaculture workforce estimates for growth in the next decade across the Te Taihupo are likely to need this extra staffing:

- » Full development of the mussel farming and processing in Tasman/Golden Bay (Port Taranaki expansion): +80 vessel-based staff and +270 factory/land-based staff.
- » Open ocean salmon farming in Marlborough, with jobs also likely in Nelson: +300 jobs per 10,000 T salmon farm (assumes consenting is successful).
- » 1 new mussel hatchery: +20 jobs.
- » additional capacity for mussel processing: +460 jobs (assumes labour shortages are resolved).

Education and training in aquaculture warrant a greater strategic focus, collaboration, and development of resources to train enough skilled workers to meet current and future demands. The Primary ITO is updating Level 3 and Level 4 Certificates in Aquaculture with strands in hatchery, finfish, shellfish, and diving, and NMIT is a main provider of training in aquaculture. Certificates are also available in seafood processing, rigging, mechanical courses, and skipper's tickets. Aquaculture companies praised recent leadership training funded by MPI. Short courses like this attract companies because they provide efficient professional development for staff.

National and regional initiatives are aiming to support and develop the industry. The national aquaculture working group has built on the National Aquaculture Workforce Strategy developed in 2021, to create a National Aquaculture Workforce Action Plan.<sup>55</sup> This Plan will deliver on the strategy and develop the aquaculture workforce, focusing on seven key areas of action:

1. Career pathways
2. Perceptions of the industry
3. Projections of the future
4. Pastoral support
5. Training and education
6. The immediate shortfall in workers
7. Automation

The Nelson Regional Economic Development Agency (NRDA) has developed a background paper on the Ocean Economy (aquaculture, seafood, and deep-sea fishing), and is working with those industries. Marlborough and Nelson's economic development agencies, chambers of commerce, and councils jointly commissioned a report that confirmed aquaculture is a key industry for Te Taihupo.

## Regional actions and national recommendations we will take in Nelson Tasman

### Regional actions

The RSLG will continue working with AQNZ and industry, business, and central government representatives to advance priority actions in the national aquaculture workforce strategy developed during 2021/22.

**We will work with AQNZ to ensure an implementation plan is developed and delivered, working at two levels:**

- 1. Nationally** – The RSLG will continue participating in the sector/industry/government working group led by AQNZ. The group will identify specific actions, plan their implementation, and start to deliver them as part of the National Aquaculture Workforce Action Plan.

- 2. Regionally** – In collaboration with Marlborough RSLG and Muka Tangata (People Food and Fibre WDC), we will continue to support the industry to be innovative in attracting, training, and retaining workers. There is scope for skills to be transferable across the primary sector, to have shared workforces and resources, and to connect to the TTIS and their ngā mahi matua (actions) for Pūtea (Economy) – Oceans Economy Strategy.

In 2022/23 the Nelson Tasman RSLG will focus on regional actions to support the following two workstreams, identified in the National Aquaculture Workforce Strategy:

- » **Projections** – work to forecast the scale and capability of the future aquaculture

workforce to 2035. The RSLG will support this by:

- supporting the Primary Sector Forecasting, led by MPI, which will include identifying the critical job needs for achieving the goal of \$3 billion in annual sales by 2035, in a way that follows a sustainable growth pathway and uses innovation to add value
- working with the wider science and manufacturing sectors to identify roles and workforce required to improve product development and processing, that will deliver increased productivity
- working with MPI and the aquaculture industry during 2022/23 to gather better data to identify regional and local aquaculture workforce needs (e.g., it is projected that Golden Bay will require a significant increase in mussel-farming workforce, and possibly related onshore processing).
- » **Pathways and promotion** – work to map existing roles and career pathways; the skills, training, and qualifications for those roles; and identify opportunities to promote them. The RSLG will support this by:
  - continuing to work as part of the sector/industry/government working group led by AQNZ.

**We will look to work with Muka Tangata (People Food and Fibre WDC) and NMIT / Te Pukenga, as well as AQNZ, to:**

- » deliver updated regional qualifications for Level 3 and Level 4 Certificates in Aquaculture with strands in Hatchery, Finfish, Shellfish and Diving
- » deliver the seafood processing, rigging, mechanical courses, and skipper's tickets certificates in ways that allow more people to participate
- » develop and deliver new training to support company and industry professional development and new skills
- » improve the secondary school-industry

interface, to help the aquaculture sector be more targeted, co-ordinated, and effective when engaging with schools, students, and teachers. This includes improving the way the sector shares research and knowledge with schools, and supports regional careers events.

**We will also:**

- » **support national collaboration and co-ordination with other RSLGs that have regional aquaculture workforces**, facilitating this in collaboration with Marlborough RSLG
- » **support NRDA in their work leading the development of a Te Taihu Oceans Economy Strategy** – noting that the Oceans Economy includes 'inshore and open ocean aquaculture, as well as opportunities to create value from the sustainable harvesting of our ocean's resources'
- » **support pan-Food and Fibre initiatives across the primary sector** that help build the region's collective capacity, skills, and opportunities, arising from our natural advantages and existing industry strengths.

► **Our recommendations for national consideration**

We recommend the TEC supports:

- » NZQA's pending approval of the updated qualifications for Level 3 and Level 4 Certificates in Aquaculture with strands in Hatchery, Finfish, Shellfish and Diving
- » NMIT/Te Pukenga to deliver these updated qualifications, along with the seafood processing, rigging, mechanical courses, and skipper's tickets certificates in ways that enable more people to participate
- » establishing an aquaculture apprenticeship, led by NMIT if possible
- » delivering an aquaculture degree in a range of modes, including online
- » providing an additional E2E (education to employment) resource in Nelson Tasman (NRDA) specifically focused on the ocean economy.



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# Ngā rāngai me ngā rōpū tōmua ā-iwi kua tohua i ngā maheretanga ki tua

## Flagged sectors and demographic groups for our next plans

We will work with iwi/Māori, to gain a better understanding of inequities in our local Māori workforce. This will include understanding inequities in vocational aspirations, access to training and employment in our region, and ways to address those inequities.

In addition, we have flagged four sectors and two demographic groups below that contribute significantly to Nelson Tasman's economy, community, and workforce, which we will also be focusing on in the future.

### The four sectors are:



primary industry: horticulture, forestry



visitor sector: tourism, hospitality



health care and social assistance



Māori business and entrepreneurs.

### The two demographic groups are:



disabled people



former refugees, recent migrants, and ethnic communities.

We've flagged these sectors and demographic groups to acknowledge their important role in our region. We intend to work with them to identify future opportunities and challenges in workforce needs and areas for improvement.

We'll do more work to better understand their workforce challenges, and what the RSLG could do to address them. We'll look at these sectors and demographic groups in more detail in future RWPs.

### Flagged sectors

This first RWP looks at the construction and aquaculture sectors. Future RWPs will look in detail

at additional primary industry sectors – specifically horticulture, and forestry and associated wood-product manufacturing. We will also look at the workforce needs of the visitor sector (tourism, including destination management and hospitality); Māori business and entrepreneurship; and health care and social assistance.



### Primary industry: horticulture and forestry (with associated wood manufacturing)

The primary industry provides the most jobs in our region. Our region has the highest employment for ocean food production in New Zealand, and our employment in horticulture is 7%, compared to 2.5% nationally.

In the last 10 years the primary industry has expanded significantly and will continue to grow. Horticulture, forestry, and the wider ocean economy (aquaculture and fishing) industries have been resilient through the COVID-19 pandemic. They are well aligned to meet future global demand for food and fibre products that can be produced sustainably.



### Horticulture

Our horticulture industry is our largest exporting industry.<sup>56</sup> Our region's favourable climate makes it New Zealand's second-highest producer of apples and pears, and third-highest producer of kiwifruit and berries. We also produce speciality crops such as olive oil and craft beers that are processed into high-value food and beverage products.

The horticulture industry partners with other industries through the value chain, such as packaging, labelling, nurseries, and machinery and equipment maintenance. Infrastructure projects are another example of inter-relationships and collaboration between sectors. Projects such as the Waimea Dam, which aims to support the horticulture sector in the Waimea Basin, highlight the need to ensure a strong construction and infrastructure sector.



## Forestry and associated wood-product manufacturing

The Nelson Tasman region is a leader in our ability to add value to the forestry sector. Our region has a competitive advantage in forestry and logging, sawmilling, and forestry support services. This is because the forestry workforce in our region is almost triple the size compared to the rest of New Zealand, and our wood-product manufacturing industry is our third-largest exporting industry.

We have New Zealand’s highest concentration of specialist processing and wood-product manufacturing, particularly in laminated and structural wood products. We also have the highest employment in this specialist manufacturing sector.<sup>57</sup>

Overall, the industry is describing an increasing demand for new and higher levels of skill, resulting from increased mechanisation.<sup>58</sup>



## The visitor sector: tourism and hospitality

Nelson Tasman has a high contribution from visitors compared to the New Zealand average. The accommodation, food, and beverage services account for 6.8 % of regional employment, and tourism activities also provide high employment, such as sightseeing tours, water transport, visiting the creative sector (e.g., ceramics, art, and textiles), and our conservation parks, nature reserves, and other recreation areas.

While domestic visitor spend in Nelson Tasman has continued to grow during the pandemic, our region has suffered from lack of international visitor spend on tourism, recreation, and transport. Overall spending dropped 34% between 2020 and 2022.<sup>59</sup>

The Nelson Marlborough Institute of Technology (NMIT) has reviewed the tourism sector in terms of education, training, labour, and skills. Its report defines the sector’s future graduate profiles and qualifications needed to support the sector’s recovery plans. NMIT’s next step is working with regional agencies and the RSLG to ensure they meet the needs of both students and industry.<sup>60</sup>

There is also potential to align the seasonal work of the tourism sector with the seasonal work of other sectors, such as horticulture and conservation, particularly in the Tasman region. These sectors have the potential to share workers, which will not

only benefit the sector but also ensure consistent employment for the workers.



## Māori business and entrepreneurship

Māori business and entrepreneurship is a key component of Nelson Tasman’s business landscape. High numbers of Māori-owned businesses and self-employed Māori generate workforce opportunities for our region.

Local capital is invested by the eight iwi of Te Taihū, which enhances the region’s economic, cultural, and environmental wellbeing.

**We can learn from Māori models of business, including fostering:**



innovation



a commitment to working locally



a strong intergenerational focus



being environmentally sustainable

Our region’s Māori population is increasing, and the median age of our Māori is getting younger. Creating career pathways and training in key sectors will be of significant value in improving outcomes and opportunities for Māori, as well as including a younger skilled demographic in our ageing workforce. This will benefit our region’s workforce in the future.

As noted at the beginning of this section, we will be working with iwi to gain a better understanding of the Māori workforce’s needs, identifying inequities and how to address them.



## Health care and social assistance

Nelson Tasman’s ageing population creates workforce challenges and also business opportunities for the health care and social assistance sectors. The healthcare workforce (both regulated and unregulated workers) is ageing, and the demand for health and social services for our ageing population is increasing. With 21% of our population aged 65+, and a further 15% within 10 years of reaching that age, the workforce challenges facing our health care and social assistance sector

are likely to grow. COVID-19 has highlighted our national reliance on internationally qualified nurses and lower-paid migrant carers.

The health care and social assistance sector is the third-highest employer in our region and is particularly significant for our ageing population. Health and social support for older people is increasingly moving out of hospitals and community facilities into home-based support.<sup>61</sup> We not only need more workers, but we also need to retain the workers we have, supporting them to remain in the sector and continue to grow their skills. We will be looking to work closely with the reshaped health sector and associated social services, to look in detail at the challenges and opportunities for regional workforce planning.

### Flagged demographic groups

This RWP looks at rangatahi and older workers. Future RWPs will look at other demographic groups at greater risk of poor employment outcomes, specifically disabled people and the demographic group of former refugees, recent migrants, and ethnic communities.



#### Disabled people

Nationally, disabled people are more than twice as likely to be unemployed. Young disabled people are more than four times as likely not to be in employment, education, or training than their non-disabled peers.<sup>62</sup> Disabled people are a particular focus for national support through an Employment Action Plan.<sup>63</sup>

Disabled people report difficulty with finding and keeping jobs, especially with safety concerns about COVID-19. They also report significant barriers to employment, such as poor educational outcomes, making it more difficult to get qualifications. Physical access to many workplaces is poor, despite legislative change aiming to improve this. Employers can also be reluctant to 'shape' roles to mitigate barriers – for example, lowering shelves so a person in a wheelchair can access files.

Businesses benefit from creating inclusive workplaces that help attract and retain disabled people, as well as people with acquired health conditions and changing needs. The untapped talent of disabled people can help to meet increasing demands on the workforce.<sup>64</sup>



#### Former refugees, recent migrants, and ethnic communities

Former refugees, recent migrants, and ethnic communities face systemic barriers to access and success in the labour market. Employers do not always make the most of their skills, knowledge, and experience. This leads to lack of access to skill development and vocational training, and difficulty finding and sustaining employment. Nelson Tasman has a long history of migration, and welcoming people from many regions and countries.

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*'Today we welcome migrants from all corners of the world with their own stories and cultural identities who have chosen to call Te Taihu home, making it a much richer and more globally connected place'*

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Te Taihu Intergenerational Strategy

The Nelson and Tasman councils have officially been added to Immigration New Zealand's (INZ) Welcoming Communities programme. INZ provides three years of seed money to employ a Welcoming Communities coordinator, who works to make our region even more welcoming and inclusive for immigrants.<sup>65</sup> Recognising overseas qualifications,<sup>66</sup> understanding the pipeline of skills, supporting skills and job matching, and encouraging employers' cultural awareness<sup>67</sup> ensure that this population group can participate in our workforce in a way that supports our regional economy and enriches our community.



# Ngā whakaotinga me ngā mahi hei whai ā muri ake nei

## Conclusions and next steps

This RWP is our first plan, developed in a time of unprecedented change for our communities and workforce due to COVID-19. It builds on the work already identified in the Te Taihu Intergenerational Strategy, Project Kōkiri, and the Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0).

It reflects the workforce challenges and opportunities we face right now, in mid-2022. It also sets out the actions we are taking to address the workforce challenges and opportunities facing the two sectors and two demographic groups detailed in this first Nelson Tasman Regional Workforce Plan.

The Te Taihu Intergenerational Strategy (TTIS) states that 'transformative change often starts small, but it is strategic and enduring'. This first RWP is just the beginning – as your RSLG we will review and update it annually. We will engage with you as work progresses to plan and deliver actions and initiatives that allow our economy, our businesses, and, most importantly, our people to thrive.

We will be working with you, our regional communities and industries, to implement the actions in this plan, over the next 12 months and beyond.

We will also continue to deepen our understanding of the workforce our region needs to thrive, by focusing on the sectors and groups flagged for our next plans.

We look forward to working in partnership with Te Taihu iwi and strengthening relationships with our local community, our councils, and our regionally based government agencies. We look to build future relationships with more sectors and industry groups, along with the Workforce Development Councils. We invite all members of the Nelson Tasman community to engage and provide feedback to us by emailing [nelsontasmanrslg@mbie.govt.nz](mailto:nelsontasmanrslg@mbie.govt.nz).

### What we'll do next

All 15 RWPs will be presented to the Minister for Social Development and Employment in July. A formal governmental response to the plan and its national recommendations will be provided by the end of 2022.



Photo credit - [www.nelsontasman.nz](http://www.nelsontasman.nz)

# Appendix 1

## Our members



**Ali Boswijk**

Co-Chair,  
RSLG  
Nelson Tasman



**Justin Carter**

Iwi Co-Chair,  
RSLG  
Nelson Tasman



**Craig Churchill**

Regional Public Service  
Commissioner



**Johnny O'Donnell**

Strategist & Facilitator,  
OD & Co



**Fiona Wilson**

Chief Executive,  
Nelson Regional  
Development Agency



**Kim Odendaal**

Upper South Island  
Regional Manager,  
Hospitality New Zealand



**Gary Hooper**

Chief Executive,  
Aquaculture New Zealand



**Pat Dougherty**

Chief Executive,  
Nelson City Council



**Grahame Andrews**

FIRST Union  
Head Site Delegate,  
Nelson Pine Industries Ltd



**Sarah Proctor-Thomson**

Te Pou Whirinaki  
National Women's Officer,  
Tertiary Education Union



**Jennifer Beatson**

Community representative,  
Nelson Tasman

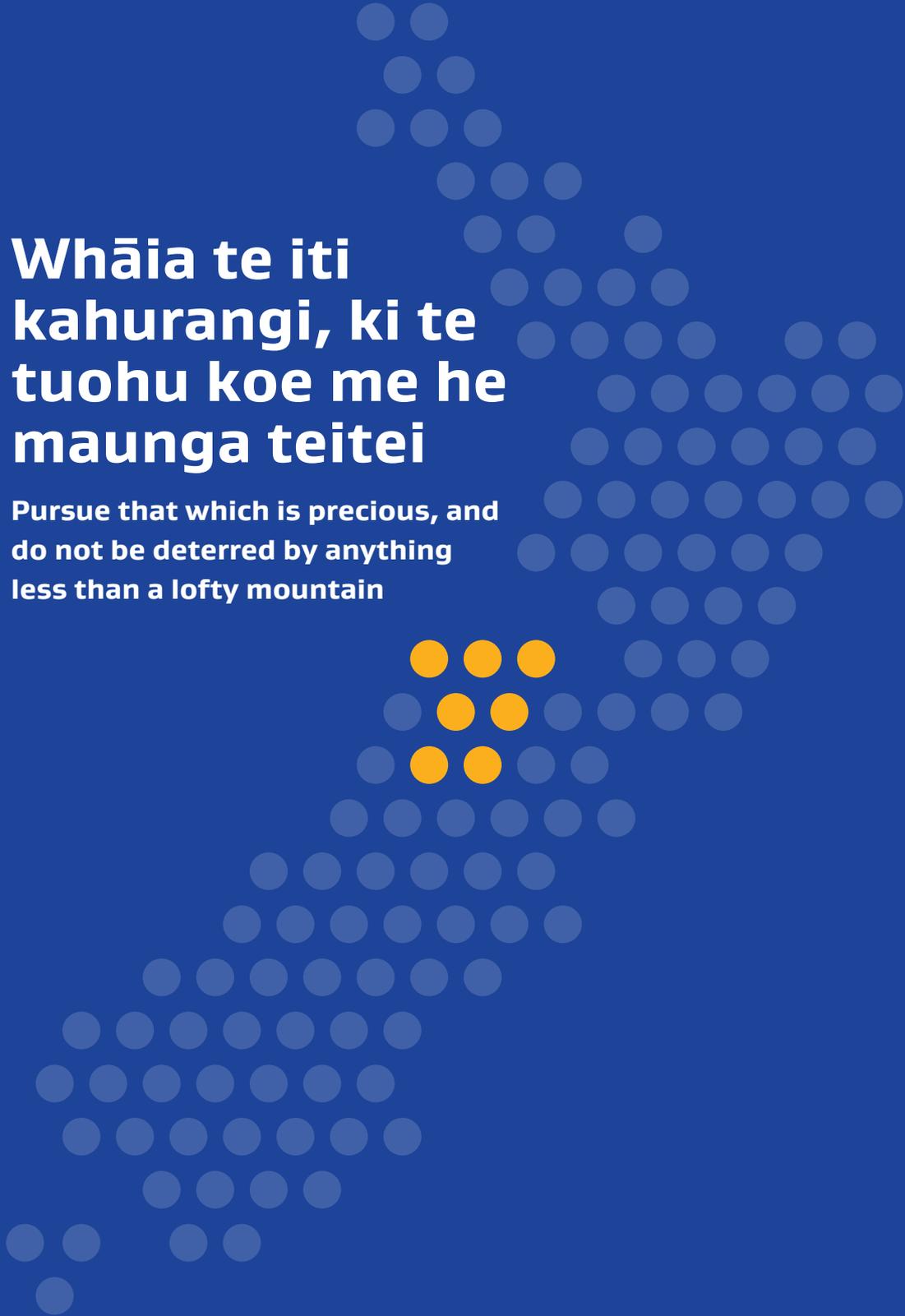
# Appendix 2

## Notes to the Te Taihū Regional Workplan

- 1 [www.tetaihu.nz/#mihi-welcome](http://www.tetaihu.nz/#mihi-welcome)
- 2 [www.projectkokiri.nz/news/nelson-tasman-draft-regeneration-plan-2021-2031-project-kokiri-20](http://www.projectkokiri.nz/news/nelson-tasman-draft-regeneration-plan-2021-2031-project-kokiri-20)
- 3 [www.tec.govt.nz/rove/reform-of-vocational-education/](http://www.tec.govt.nz/rove/reform-of-vocational-education/)
- 4 'Decent work' has many definitions. RSLG uses the following definition: 'A regional culture of decent work so everyone can participate fully and equitably in their places of work, community and society. We want to see work that is secure, fairly paid, flexible, allows for work/life balance and personal development, and is meaningful and motivating.'
- 5 [www.mbie.govt.nz/dmsdocument/6613-our-youth-employment-action-plan](http://www.mbie.govt.nz/dmsdocument/6613-our-youth-employment-action-plan)
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- 8 [wip.org.nz/](http://wip.org.nz/)
- 9 [www.tec.govt.nz/rove/a-unified-funding-system-2/a-unified-funding-system-2/](http://www.tec.govt.nz/rove/a-unified-funding-system-2/a-unified-funding-system-2/)
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- 11 Population at a glance, Nelson Tasman Regional Economic Profile – Infometrics, accessed April 2022
- 12 Population age composition, Nelson Tasman Regional Economic Profile – Infometrics, accessed April 2022
- 13 Proportion of people identifying with Māori ethnicity by region, 2018 (base) estimate and 2043 medium projection – Stats NZ, accessed May 2022
- 14 [www.tetaihu.nz/#outcomes-and-actions](http://www.tetaihu.nz/#outcomes-and-actions)
- 15 Draft Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0)
- 16 Unless otherwise stated, all data is sourced from the Nelson Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022 (unpublished)
- 17 Infometrics, Self-employment by ANZSIC 2021 Nelson Tasman
- 18 ENZ.org – Nelson's Major Employers, accessed May 2022
- 19 Source Infometrics Annual Economic Profile, accessed 18 May 2022, original source Stats NZ HLFS
- 20 The Talent Challenge – November 2019
- 21 Stats NZ, Census 2018, Education and Training, Highest qualification and ethnic group (grouped total responses) by age group and sex, for the census usually resident population count aged 15 years and over, 2006, 2013, and 2018 Censuses
- 22 Infometrics, growth in productivity: Nelson-Tasman 2021
- 23 Infometrics, growth in productivity: Nelson-Tasman 2021
- 24 Nelson Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022
- 25 Nelson Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022
- 26 Draft Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0)
- 27 Infometrics Employment projections
- 28 Infometrics Employment projections
- 29 Infometrics Employment projections
- 30 The Te Taihū Intergenerational Strategy
- 31 NMIT Employment Forecasts to 2025 – Marlborough and Nelson Tasman Regions, Infometrics, January 2021
- 32 Project Kōkiri Nelson Tasman Regeneration Plan 2.0 (Draft)
- 33 Te Matapaeroa 2019 – looking to the horizon
- 34 Te Matapaeroa 2019 – looking to the horizon
- 35 [OECD iLibrary](https://www.oecd-ilibrary.org/) 'Promoting an age inclusive workforce – living learning and earning longer', accessed May 2022
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# Whāia te iti kahurangi, ki te tuohu koe me he maunga teitei

Pursue that which is precious, and  
do not be deterred by anything  
less than a lofty mountain



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