



# Te Purunga ki Te Raki

## Regional Workforce Plan

## About Regional Skills Leadership Groups

The Government established independent Regional Skills Leadership Groups (RSLGs) to identify and support better ways of meeting the future skills and workforce needs of Aotearoa New Zealand's regions and cities. RSLGs are connecting with stakeholders, gathering labour market information, and providing advice to decision-makers in regions and central government. Functioning independently, the groups are locally based and regionally enabled, and supported by a team of data analysts, advisors and workforce specialists at the Ministry of Business, Innovation & Employment. Members of RSLGs include iwi/Māori, regional industry leaders, economic development agencies, community and government representatives, who contribute their knowledge and local expertise.

[www.mbie.govt.nz/tai-tokerau-rslg](http://www.mbie.govt.nz/tai-tokerau-rslg)

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**Te Kāwanatanga o Aotearoa**  
New Zealand Government

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**November 2022**

## ISBN:

Te Purunga ki Te Raki Regional Workforce Plan  
Print 978-1-99-102286-8  
Online 978-1-99-102287-5



Te Purunga ki Te Raki  
Regional Skills Leadership Group  
<https://www.mbie.govt.nz/tai-tokerau-rslg>

# Contents

<b>Mihi</b>	3
<b>Co-Chair introductions</b>	4
<b>Te Purunga ki Te Raki RSLG Taitokerau Mātauranga Māori</b>	5
<b>Introduction and regional context</b>	31
Regional workforce priorities	36
<b>Te Taiao - Ensuring recovery from COVID-19 -related workforce impacts and building resilience to climate change and economic disruption</b>	37
Hauora and hapori whanui health and communities	39
Workforce resilience and climate change	44
<b>Mātauranga - supporting a productive economy through regional workforce planning and labour market intelligence in core backbone economic sectors</b>	51
Our region's workforce	52
Construction and infrastructure	57
Primary industries – agriculture, forestry and horticulture	64
Digital	67
Destination management and tourism	68
<b>He Tāngata – supporting skills and training opportunities to enable whānau aspirations, especially wāhine</b>	69
Education and skills	70
Equitable and inclusive workforce	73
Our people and whanau	74
<b>Action plan and roadmap</b>	78
<b>RWP monitoring framework</b>	85
<b>Membership and engagement</b>	86
Engagement summary with key stakeholders and partners etc.	87
<b>End notes</b>	88

# Mihi

Ko te Puru e! Ko te Puru e!  
Ko te Puru ki Te Taitokerau  
Kia ngāueue! Kia ngāueue!  
E kore te waka e totohu  
Hoea atu rā ka tau ki uta  
Aue! aue! I-a-ha ha!

E mihi ana ki te tokomaha o ngā ringa raupā i āwhinatia,  
i tautokohia i tēnei kaupapa ko 'Te Purunga ki Te Raki',  
nā koutou i whai taringa mai, nā koutou ano i whakapuaki  
mai i o koutou whakaaro nui ki ngā kōrero.

Ko tēnei take-a-rohe-tokomatua mō Te Taitokerau tētahi o  
ngā hua kua mahingia e koutou. Ahakoa kāhore anō kia oti  
noa, ērangī e haere tonu ana ngā mahi.

E kore o tātou mate e warewaretia, moe mai rā koutou e te  
hunga kua hipa atu ki te pō.

Ko rātou te hunga mate ki a rātou, ko tātou te hunga ora  
ki a tātou. Kāti rā ēnei mihi.

Taipari Munro, (TeUriroroi, TeParawhau, TeWaiariki, NgātiWai, NgātiHine, NgāPuhi, NgātiPūkenga).

# Co-Chair introductions

Taitokerau can be seen historically and geographically as the epicenter of Aotearoa’s current nationhood. Te Tiriti o Waitangi and its antecedent, He Whakaputanga share the same contractual reflections of kinship, partnership, pluralism, and the distribution of resources and power as imagined by our tupuna who signed.

Within 30 years of signing Te Tiriti, its “nullity” permeated and informed successive Government’s policies and legislation that unpicked the economic, social, cultural and political fabric of tangata whenua. Though attempts by the well-intentioned, over some 15 decades, to address the deficiencies in this fabric, statistics support that this hasn’t been achieved. The contractual dissonance of te Tiriti has yet to be meaningfully addressed.

Paraphrasing Justice Joe William, the role of the “older” is to be the memory guardian of the past where its fractious on-ramps of reconstruction should be in the hands of the “younger.” Again, echoing those notions of Justice Joe Williams, this report is responding to the “self-referential” nature of Government. It is also to demonstrate the confidence we have in ourselves, our relationships, and our communities.

It is for us to be active imaginers of our rohe’s future while also being held accountable for both its authorship and execution. It is for Government to ensure that decision-making and resources flow back to communities to effect positive change. A big thank you to those in the leadership group who designed themselves, their whanau, their communities, and their sector into the plan.

We wish to acknowledge the following that supported: Leanne Eruera, Haumi, Big Fish Creative, and Northland Inc. We would also wish to acknowledge Carol Barnett who, with her MBIE team instrumentally navigated the delivery of the Taitokerau Regional Work Plan.



A stylized, handwritten signature in black ink.

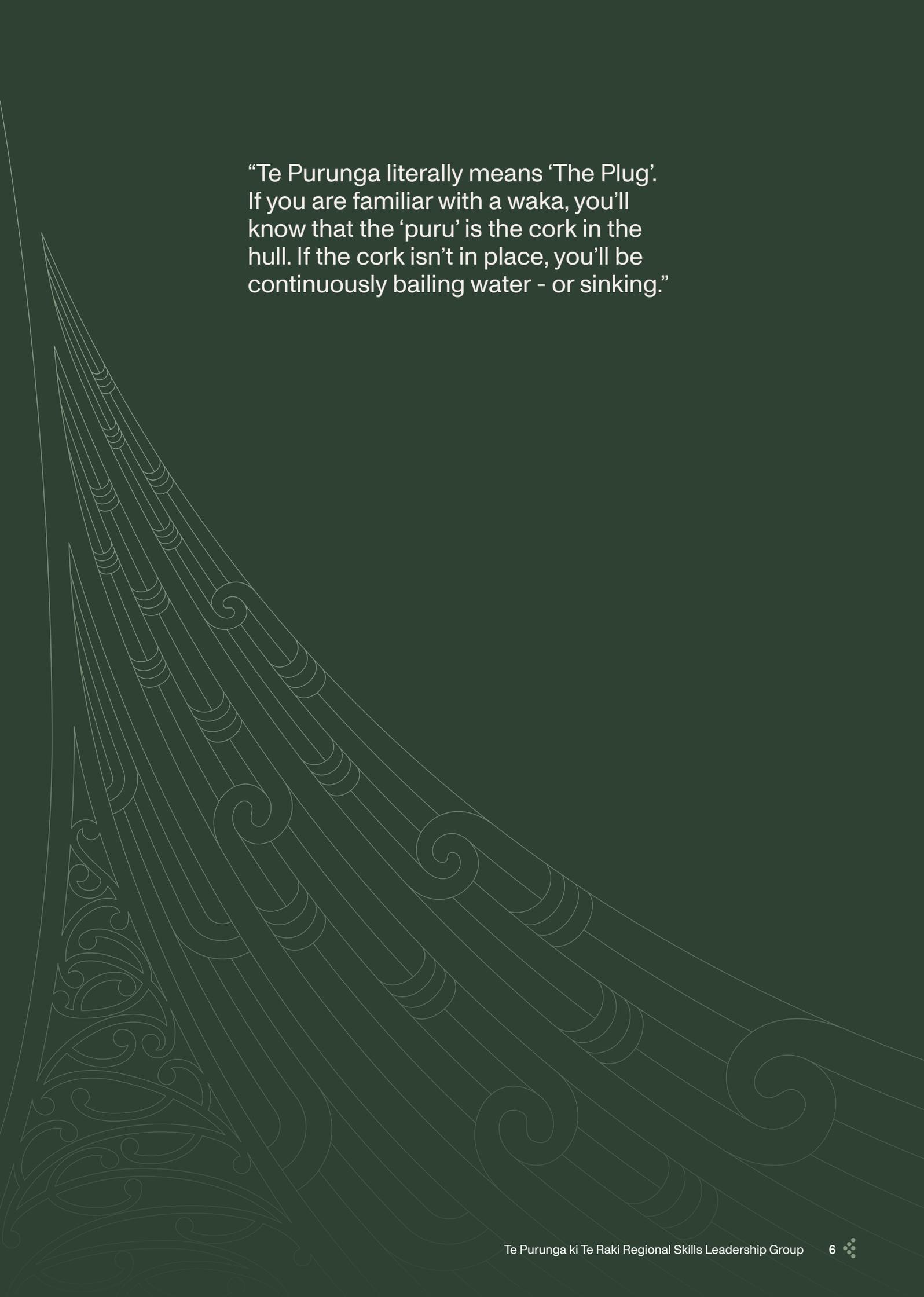
**Harry Burkhardt**  
Co-Chair



A stylized, handwritten signature in black ink.

**Toa Faneva**  
Co-Chair

# Te Purunga ki Te Raki RSLG Taitokerau Mātauranga Māori



“Te Purunga literally means ‘The Plug’. If you are familiar with a waka, you’ll know that the ‘puru’ is the cork in the hull. If the cork isn’t in place, you’ll be continuously bailing water - or sinking.”



Photo: Te Aurere Waka, c. 2012

# Kupu Whakataki

## Introduction

Regional Skills Leadership Groups (RSLG), are supporting the delivery of the Regional Workforce Plans (RWP) for regions across the country. Taitokerau RSLG members have integrated and aligned their RWP to the unique characteristics and identity of the region and its communities.

This Plan provides a living conceptual logic to be interpreted, challenged and considered through time. It is not comprehensive or exhaustive and should be read in its totality rather than its elemental parts.

**The various components of the Plan have a focus on galvanising the following:**

- An iwi-centred, inclusive development process, grounded in the partnership arising from He Whakaputanga and Te Tiriti o Waitangi.
- The elevation of whānau across all aspects of regional workforce planning and economic development into the future.
- A conceptual and narrative framework bound through whakapapa to people and place.
- A series of high-quality priorities and actions that positively support an enlightened delivery of identity and wellbeing for the region and its communities.

The following points provide a lens through which to consider and align the delivery of the RWP with elements of the unique characteristics and identity of Taitokerau. While each part has been defined to express and identify a bespoke direction, it should be interpreted and nuanced holistically as it is read.

## Equity and Inclusion

- Shared understanding is critical to the sustainable success of a strategy or plan. Shared understanding, however, is often assumed rather than reached, and as a consequence, leads to inherent tensions, frustrations and missed opportunities. Identifying a platform from which all parties can equitably participate is therefore essential.
- To establish an equitable foundation, it is important to define the unique considerations that bring the representatives of a kaupapa together. This requires a thoughtful consideration of context, whether cultural, political, social and/or environmental as well as the delineation of ontological (our reality) and epistemological (our knowledge) differences. The diversity of representation can enhance the outcomes of a kaupapa, but only if it is understood and valued.
- Meaningful inclusion is not based on demographic representation. It is the active process of facilitating and embracing difference, including understanding the potential that exists in plurality, and mitigating unintentional states of otherness.



## Defining Culture

- Culture is formed through the accumulative and intergenerational construction of values, knowledge and understanding. This understanding is galvanised over time, through lived experience, including observation and social interactions, and the rationalisation of the world, and our connection to it.
- Concepts of reality form overtime and are influenced by belief, socio-political circumstances and survival. The natural world and our association, or disassociation to it, consolidate and characterise our identity and through these varying factors we form our conceptualisations of life and purpose.
- This complex matrix of factors is then materialised through time, by way of our arts, built environments, protocols and knowledge transmission processes - whether oral, written or visual. They become representations of truth, our source of confidence, and our ethical foundation to guide us through life, informing how we relate to and interact with each other.

## Knowledge and Understanding

- Epistemology is the theory of how we come to structure knowledge and perceive things around us. Each culture and social grouping has different epistemological traditions, which frame the way we see the world, how we organise and identify ourselves, how we ask questions and, ultimately, how we find solutions.
- From an iwi/Māori viewpoint, realities are conceptualised and interpreted through the evolution of the natural world. Te Ao (the world) is the manifestation of these cycles. It is a framework for patterning reality, deriving systems and creating connections. Te Ao is the universal connection that binds the natural world, and within it, people to place. From a grammatical perspective, 'AO' can be interpreted as follows:
  - A/a = the physical world; and
  - O/o = the metaphysical world.
- When conveying a Māori perspective, narrative is formed through a complex blend of history, mythology, and metaphor, and the various characteristics of each form of storytelling, are often articulated and shared without prejudice of each other.
- History is a fluid representation of the past as much as it is a reflection of the present.



## The Value of Metaphor

- Metaphors are a form of analogy that help to create understanding. They provide a fluid framework to align experiences through comparison, without rigidly fixing meaning. They are dynamic and dimensional and can be understood cognitively, emotionally and figuratively. When conveying a Māori perspective, narrative and shared meaning is formed through a complex blend of history, mythology, and metaphor, and the various nature of each form are often articulated and shared without prejudice of each other. Ontologically, this allows dimensional interpretation, which is highly contextual, and iteratively realised through the application in which it is applied.
- Metaphors express an idea in a way that shines a new light on the subject, bringing us together in how we see and understand the world, and how we find new solutions therein. We orientate ourselves to the world by what we know and understand.
- Change is often inhibited by the threshold of our personal understanding and the fear that arises through concepts of difference. Change requires a visceral and vulnerable sense of self, a confidence of our individual and collective identities, and the courage to embrace things we do not understand.
- Metaphor allows the consideration and interpretation of innovative approaches and at a more personal level, groups to draw on tacit or implicit knowledge alongside the sometimes codified language of conventional strategy or plans.

# He Kōrero Pitomata

## A Historical Account

Geographically, Taitokerau was one of the first areas settled by Māori, and subsequently Pākehā, because of its location at the northern-most tip of New Zealand and the advantages presented by its natural resources and temperate climate.

At present, Northland still draws heavily on its pastoral, forestry and primary industry strengths built off its land and water assets.

Historically, the security and permanency of occupation in the North was characterised by regional alliances that worked for the greater good of the whole. This is not to downplay the prominence of hapū identity. Rather, it was common for hapū to continuously transform and develop nascent relationships in accordance with their lived circumstances. Naturally, there were conflicts between hapū that sometimes resulted in the dissolving of allegiances. However, these disputes were not entered into lightly and were – in some instances – settled without resorting to warfare.

The ability to exercise mana and rangatiratanga as Taitokerau hinged on coming together as a collective to make sense of the shifting realities of the time. It is this fundamental premise that gives life to the region's unique nationhood and reinforces the interplay between freedom and capability. Mana (loosely translated as 'authority') regulated our engagements with each other and maintained a sense of balance within communities. This was present at the signing of both He Whakaputanga and Te Tiriti and continues to regulate our relationships today.



## Te Toki a Tāpiri Waka Taua

*Te Toki-a-Tāpiri*, is the oldest surviving waka taua in Aotearoa, made in the 1830s at Iwitea, just north of Wairoa. The tauihu (bow carvings), taurapa (stern post) and rauawa (side strakes) were subsequently carved by Te Waaka Perohuka of the Ngāti Kaipoho hapū of Rongowhakaata.

In 1853, Perohuka gifted the waka to Tāmami Waka Nene and his brother Patuone (Ngāpuhi). It then spent time on the Rangaunu Harbour in the care of Nōpera Pana-kareao (Te Rarawa).

The waka passed into the guardianship of Paora Tuhaere, (Ngāti Whātua o Ōrākei) before being confiscated by the New Zealand Government in 1885 and presented to the Auckland Museum where it has remained until today.

*Te Toki-a-Tāpiri* powerfully characterises our trade philosophy and process. It is a symbol of mana, transaction and reciprocity.



Photo: Te Rūnanga o Whaingaroro

## Puna Whakaata

While early contact within Taitokerau was, for the most part, agreeable, it was not long until cultural differences of the indigenous and settler cultures collided, arising largely from conflicts over land and differing concepts of authority. The introduction of muskets also had a deadly effect, with numerous battles fought in what are now known as the Musket Wars. Since its signing Te Tiriti has also been at the centre of disputes pertaining to the differences between its English and Māori language versions, its intentions, and how and whether these intentions have been upheld.

The combination of natural assets and rich socio-cultural history are an important source of distinctiveness for Taitokerau.

Maintaining and enhancing this is an important foundation for industry growth. But our industry must grow alongside our wellbeing as whānau, hapū and iwi. We maintain our culture alongside our economic aspirations as a natural process. Waka have been a significant marker of this continuity. At a domestic level we have largely retained an unbroken connection to this aspect of our identity.

Treaty of Waitangi settlements, alongside iwi investment and kaupapa, have and will continue to provide hapū with further opportunities to realise their aspirations for sustainable prosperity and wellbeing for generations to come, as well as for the broader economy.

**“It is said Hongi Hika would  
not bow down to the King  
of England ...**

Erima Henare, *The Whakaputanga  
me te Tiriti – The Declaration and  
the Treaty – Waitangi Tribunal  
Report, 2014, pg 106*



**... But that misses the point. Hongi was seeking a relationship, a friendship. A relationship of equals. That is the reason for Hongi Hika travelling to England.”**

## Ngā-toki-mata-whao-rua Waka Taua

*Ngā-toki-mata-whao-rua* waka taua was constructed by Northern and Waikato carvers for the centennial of Te Titiri o Waitangi in 1940 through the auspices of Te Puea Hērangi (Waikato).

35.7 metres in length, it is the world's largest ceremonial waka. It can carry 80 kaihoe and 55 passengers.

The lineage of the name relates back to the *Ngā-toki-mata-whao-rua* waka hourua. It was named to reflect the reshaping of the *Matahourua* waka bought to Aotearoa by Kupe. The names of the adzes used to reform the waka were *Ngā Pakitua* and *Tauira Ata*. It was subsequently captained by Nukutawhiti before travelling back to Aotearoa with the *Māmari* waka, captained by Ruanui.

After 34 years of non-use, *Ngā-toki-mata-whao-rua* was put back on the water in 1974 and is now a central part of Waitangi commemoration each year. It remains a powerful marker of the iwi/Crown relationship. It was designated Her Majesty's Ship, making it, on one-hand, a part of her Royal Navy.

*Ngā-toki-mata-whao-rua* is an important demonstration of the centrality of waka to our history and to our philosophy of connection, identity and mana – it is a symbol of partnership premised on the retention of rangatiratanga.



Photo: Tomy Foster, *Ngā-toki-mata-whao-rua*, c. 2010

Our history is one of profound continuity within change. We have a distinct opportunity to continue our legacy as a people of first movers. As the region first settled by both the ancestors of Māori and Pākehā, and as a social and politically adaptative and innovative rohe, we are navigating a recalibrated course forward.

Like our histories, waka will guide and maintain our pathways – cosmologically, figuratively, and physically. Each component of the waka is connected harmoniously to form a whole. One of the smallest parts of a waka, the puru typifies this critical aspect. It enables the waka (figuratively and physically) to voyage into the future, embody our lived experiences, and maintain our immutable potential, a potential built on innovation, identity and resilience.

**He tohu tūhono, he tohu whiti, e kitea ai ā tātou kōrero,  
e ēki ai tō tātou pitomata**

A marker of connection and transformation,  
signifying our history, enabling our immutable potential

## Te Aurere Waka Hourua

*Te Aurere* was the first traditional waka hourua (double hulled voyaging canoe) built by Tā Hekenukumai Puhipi (Ngāti Kahu, Te Rarawa). Alongside many circumnavigations of the North Island, her maiden voyage was to Rarotonga in 1992. Since then it has sailed over the Pacific to Hawai'i, Tahiti, Marquesas, New Caledonia, Norfolk and Rapa Nui.

Capable of carrying up to 14 crew *Te Aurere* was formed from two kauri trees from the Herekino State Forest. *Te Aurere* is 57 foot long and 18 foot wide, and is capable of 12 knots.

*Te Aurere* is a modern-day example of our time-honoured practices. It stands as testimony to the centrality of waka to our identity, and the unique ability of Taitokerau to maintain customary practices alongside our broader aspirations for growth and development.



Photo: Te Aurere Waka, c. 2012

## Mana Tuku Iho

**“Everything [we do] is towards the theme of cooperation and mutual benefit, because our ancestors committed us to that.”**

Hilda Wilson (talking about Hekenukumai Busby),  
*Heke-nuku-mai-nga-iwi Busby: Not Here by Chance*,  
by Jeff Evans, 2015, Huia Publishers, pg. 67-68.

# Te Puru

## A Conceptual Framework

The following section sets out a conceptual approach to materialising the Plan, built on the metaphor of the puru.

Drawn from the name given by Pita Tipene to the Taitokerau RSLG - Te Purunga ki Te Raki, the puru while small, is a significant symbol of our waka histories through time.

The concept of the puru enables a simple but dynamic metaphor from which we can consider and bind the various dimensions of this Plan. It allows members of the RSLG to interpret and consider innovative approaches and considerations at a more personal and intuitive level.

Like all metaphors, the concept of the puru allows for ongoing, expansive and multi-layered interpretations.

This Plan establishes a foundation from which the interpretations can continue to be explored, executed and understood.

At a material level, puru are the bung, or stopper, used to seal the hull at the bottom of a waka. As a metaphor, the puru can be extended to represent or symbolise a broad range of meanings including:

1. An intervention: including but not limited to He Whakaputanga and Te Tiriti o Waitangi;
2. An intent: the placing of the bung signals an intent to journey (kaupapa);
3. The physical and metaphysical: Tāne, taiao and mauri;
4. Scale: although small it is critical;
5. Connection and convergence: demarcating the threshold between Tāne and Tangaroa; and Tangata Whenua and Tauīwi (as examples); and
6. Survival and wellbeing: enables seaworthiness and therefore the survival of all on board.

# Whakapapa

## Forming an Ecology

### Kitenga

Vision

**Ka mau te puru ki te raki, ka mau mārika te puru ki te ao**  
When the northern economy is confident the world benefits

### Iho

Unifying Idea

**He tohu tūhono, he tohu whiti, e kitea ai ā tātou kōrero,  
e ēki ai tō tātou pitomata**  
A marker of connection and transformation,  
signifying our history, enabling our immutable potential

## **Ngā Pou e Toru**

### The Conceptual Pillars

- 1. He Purunga Whakaaro**  
(Signifying our intent)

**Rukuhia te kōhao tapu a Tāne, kia ū, kia mau**  
Fasten tight the sacred outlet of Tāne to achieve our aspirations

- 2. He Purunga Taketake**  
(Maintaining our connection with the natural world)

**Ko tā te puru, he whakaū i te hono ki te taiao**  
The puru reinforces our connection to the natural world

- 3. He Purunga Ora**  
(Ensuring our wellbeing)

**Ka hē te puru, ka totohu te waka**  
The puru is functionally and symbolically critical to the kaupapa

## Ngā Pou Rautaki Strategic Pillars

1. **He Puru Hononga** (A symbol of our relationships and connections)
2. **He Puru Mātauranga**  
(The strengthening of our capability and capacity)
3. **Te Mana o te Puru**  
(Our authorising environment)

# Ngā Wahanga Implementation

The following pages present implementation measures to expand the conceptual direction of the puru, and align the overarching metaphor with the intent of the RWP.

Wāhanga (elements) are defined to help materialise and give life to the concept and organising ideas. All aspects, including the vision, unifying idea and conceptual pillars should be considered and applied parenthetically to maintain the direction and clarity of the concept.

The wāhanga should be considered physically and metaphysically, materially and intangibly, cognitively and emotionally.





# Introduction and regional context



Photo: Northland Inc

## Growing our prosperity and wellbeing

Tikanga indicates that economic growth needs to be driven by whānau to translate into positive wealth opportunities across the rohe. Therefore, investments in education, infrastructure and workforce development may be among the most effective ways to spread and affect economic gains.

He Oranga: Through the land, the environment and the people we will thrive and prosper. Our approach to improving economic and social wellbeing is founded on three key principles: Equity, He Whakaputanga, and Kaupapa Māori. The way we work with iwi/hapū/Māori communities is integral to achieving our shared priorities and our engagement has been strengthened through this process. Through the challenges presented by COVID-19, we have developed new and collaborative ways of working together that are based on shared values of whanaungatanga and manaakitanga. These methods will be pivotal to ensuring activity in Taitokerau is led by the community, enabled by regional agencies, and supported by central government. As a group, we will address ongoing and systemic issues to bring about the revitalisation of our communities and create more sustainable change.

## Mātauranga Māori Framework

At the Co-chair's request, a Framework<sup>1</sup>, grounded in He Whakaputanga, was designed to guide the members in their decision making. The members are indebted to Leanne Eruera for so generously sharing her skills and knowledge while she guided the development of the Framework which we now utilise to focus the region's priorities and actions.

The Framework is based on the original principles and values of the He Whakaputanga partnership. The principles are:

- Tino Rangatiratanga, the voice of the people determine their path.
- Ōritetanga, equity in decision making and access to resources.
- Te Rongo me te Ātanoho, the right to peace and prosperity.
- Kaitiakitanga, protecting our taonga and treasures including the environment.

Values that underpinned the He Whakaputanga partnership agreement included:

- Whanaungatanga, kinship and familial connection.
- Tautoko, encourage, uplift and support.

In addition to these principles and values, we have also consulted a wellbeing framework and viewed all decisions through the lens of the labour market. Collectively this approach has guided the members to prioritise the following three key objectives:

- Objective 1 – Te Taiao: Ensure recovery from COVID-19 -related impacts on workforce and building workforce resilience to climate change and other economic disruptions (this includes health sector revisioning, and developing green skills).
- Objective 2 – Mātauranga: Support a productive economy through regional workforce planning and labour market intelligence in core backbone economic sectors (including construction and infrastructure, primary sector, digital, destination/tourism).
- Objective 3 – He Tāngata: Support skills training and education opportunities to enable whānau aspirations, especially wāhine, and to develop an equitable and inclusive workforce.

Regional Skills Leadership Groups (RSLGs) are independent advisory bodies and arose as part of the Reforms of Vocational Education (ROVE). The reforms require RSLGs to identify and support better ways of meeting future skills and workforce needs in our regions/rohe across our welfare, education and immigration systems to meet the needs of businesses, industry bodies, employer and school leavers. The Group provides advice to Workforce Development Councils (WDC), Tertiary Education Commission (TEC) and local educational providers, to inform investment and create an educational system that is ready for the fast-changing future of skills, learning and work.

The Regional Workforce Plan outlines the logic, objectives, outcomes and actions that will be required to work towards our aspiration to stand connected with confidence and competence anywhere in the world. The membership approaches this aspiration by nurturing our taitamariki for future opportunities; growing a more resilient, sustainable and productive workforce; increasing Māori participation in training and in our workforce; and ensuring everyone has an equal opportunity to access and be part of the labour market – especially wāhine.

# Taitokerau Workforce Development - Key Outcomes

1. Nurture our taitamariki - our young people - for future opportunities

2. Grow a more resilient, sustainable and productive workforce

3. Increase Māori in education, training and workforce

4. Everyone has equal opportunity to access and be part of the labour market - especially wāhine

## 2022-2023 Workforce Development Objectives - Focus Areas



### Objective 1 - Te Taiao

Ensuring recovery from COVID-19 - related impacts on workforce and building workforce resilience due to climate change and other economic disruptions

 Hauora - Health and Communities

 Resilient workforce development and whānau enablement

 Responding to climate change, developing green skills

### Objective 2 - Mātauranga

Supporting a productive economy through regional workforce planning and labour market intelligence in core backbone economic sectors

 Construction and Infrastructure

 Primary Industry - Agriculture, Forestry and Horticulture

 Support the future of work - digital skills

 Destination / Tourism

### Objective 3 - He Tāngata

Supporting skills and training opportunities to enable whānau aspirations, especially wāhine

 Education and skills

 Equitable and inclusive workforce

 Our people and whānau workforce development

## Introduction from the Regional Public Service Commissioner

The whakapapa of Te Purunga ki Te Raki has its origins in the response to COVID-19 by businesses, Iwi Māori and community organisations during the first COVID-19 Lockdown two years ago – a response amplified by the echo of the 1918 influenza epidemic.

The first priority for our regional leadership was to support work already underway to protect health and to ensure our whānau could continue to put kai on their tables. At the same time our Taitokerau leaders recognised that Lockdown restrictions would significantly impact jobs and businesses.

This urgent challenge to wellbeing necessitated Taitokerau's leaders to elevate and consolidate their leadership, which led to the establishment of an Economic Recovery Leadership Group (ERLG) that comprised Iwi Māori, central and local government agencies, business and community organisations.

The ERLG brought a breadth of leadership that we had never seen before. Through collaborative effort around 50,000 jobs were protected, principally through the

Government wage subsidy, hotlines were stood up to reach out to hundreds of employers, linking them to financial or leave support for their employees, business mentoring and in a fast-moving COVID-19 environment, access to up to date information.

At the core of this successful collaboration is the fact that Taitokerau is well connected and it's leadership is grounded in the whenua and our communities. The ERLG understood the challenge to skills and economic activity and by working with manaakitanga and whanaungatanga, turned insights to action - centrally enabled, regionally supported, and locally led.

In its new iteration, Te Purunga ki Te Raki brings a mātauranga Māori lens to our post COVID-19 recovery mahi and in doing so, captures the essence of a Taitokerau response to growing the prosperity of our region. The focus ahead is to ensure that Taitokerau's recovery is sustainable, equitable, and addresses the workforce demand in critical sectors by placing our people at the centre and respecting their inherent mana and whakapapa.

## Origins of our ingoa Te Purunga ki Te Raki

In September 2021, Matua Pita Tipene gifted the ingoa for the group and explained its origin.

Te Purunga literally means 'The Plug'. If you're familiar with waka, you'll know that the 'puru' is the cork in the hull. If the cork isn't in place, you'll be continuously bailing water – or sinking.

Metaphorically it means 'identifying and closing the gaps' but it also means – building capacity, enhancing capability, advocating and persevering.

This Regional Workforce Plan aims to plug the gap.



Photo: Northland Inc

## Regional workforce priorities

Achieving these workforce priorities signals to the world that whānau are living their aspirations, while experiencing all that is good and fundamental to their wellbeing.

They stand proud, culture to culture, people to people, business to business. Our tamariki need a mix of skills to thrive in a world that is rapidly changing around us. When the time comes to measure the success and performance of the regional skills strategy for Taitokerau it is our spirit of learning; sharing of information and advice; awareness and easy access to the skills we need, regardless of where we live in our rohe that must be top-of-mind. It's what we do today that will matter most tomorrow.

We are proud, strong, resilient and humble people leaning forward, ready for change. It is better that we as a region lead this change, as the days of having it done to us are gone. The key is collaboration among all parties, for when all is said and done, it is the relationships we build that are one of our most powerful and precious taonga.



Photo: North Drill Ltd

### Rationale for selecting key priorities and connection to evidence and stakeholder insights

(In line with the principles and values of our Mātauranga Māori Framework and objectives):

- Te Taiao:
  - Our overall wellbeing, and most importantly the wellbeing of our workforce is imperative. Health is critical so we must reimagine health care provision and improve the future skills pipeline for the health and community care workforce – providing mahi |and up-skilling opportunities across the rohe for our whānau.
  - Increasing workforce resilience - including climate change impacts across both supply and demand sides of the labour market and cutting across multiple sectors of the economy – to be ready for the next economic shock and promote home as the best place in the world to live, to work, to raise our tamariki.
- Mātauranga:
  - Housing and infrastructure are critical workforce needs and an immediate opportunity for the region to attract whanau, especially wāhine, to the workforce. Providing clear pathways and training is a significant driver to addressing workforce gaps.
  - Awhi mai – Awhi atu – The Regional Workforce Plan acknowledges and gives awhi to the mahi already taking place while working to increase collaboration across agencies and strategies.
- He Tāngata:
  - Enabling the community voice to come through, to stand resolute on regional enablement, and petition for system changes at the national level.
  - To fix what isn't working and build on what is, through accountability, transparency and a single kaupapa (meeting the needs of whānau). This includes and is not limited to He Tāngata, He Whenua, He Oranga - the Māori Economic Development Strategy, the Strategic directions of the Iwi in Taitokerau, and the other regionally developed work plans like Taitokerau Northland Economic Action Plan, Workforce Development Council plans, Council Long Term Plans and the many plans already in development and delivery with the aim of regional development and improvement.

# Te Taiao - Ensuring recovery from COVID-19-related workforce impacts and building resilience to climate change and economic disruption



# Waiho i te toipoto, kaua i te toiroa

Remain close together, not far apart  
(unity and togetherness)

### The COVID-19 response highlighted a lack of equitable access to service, making Te Taiao a priority area for the members.

It is of significant strategic importance to the members to address hauora/health inequities for Māori whose differences in life expectancy and experience of illness is stark. 36 per cent<sup>2</sup> of the region's population identify as Māori. Essential to delivering on the objectives of the Mātauranga Māori Framework is He Tāngata which can be a means to building resilience through support and thus help to develop sustainable and decent mahi with respect to cultural and heritage values.

The current lack of services, and therefore the current need for services, is great. Alongside our high dependency population (aged under 14 and over 65) there is also a long tail of hauora hinengaro/mental health needs that are not currently being met. As well as a pre-existing lack of services, this is also due to an increased use of methamphetamine (P) during COVID-19. It is now time to train or recruit more than 2,000 people – which we must do in the next five years - especially in nursing, kāiawhina/caregiving, and allied hauora/health roles.

Opportunities and manaakitanga have emerged from the establishment of Te Whatu Ora/Health New Zealand and Te Aka Whai Ora /Māori Health Authority. This has built on the work of Te Kahu O Taonui in the region and formalises the Iwi Māori Partnership Boards to address equity issues and have the system address gaps in delivery for Māori.

The whanaungatanga began some time ago in the community with kaupapa Māori health delivery already a prominent operating model, allowing students immersion in Māori and rural hauora/health. What's more, engagement with whānui hapori/local communities

**It is now time to train or recruit more than 2,000 people – which we must do in the next five years - especially in nursing, kāiawhina/caregiving, and allied hauora/health roles.**

and strong links with rural Māori and rural communities - including partnerships with local iwi - are already in place. Furthermore, the whanaungatanga between Te Pukenga, Auckland University of Technology and Auckland University ensure sustainability and a strong educational foundation.

#### Labour market insights

With a focus on kāiawhina in aged and community care settings and with an objective to increase Māori in training and in the workforce, the RSLG, with the Northland District Health Board facilitated several hui. The key areas addressed in these meetings were:

- Ways to ensure clear pathways for career development so that skills and training opportunities to meet whānau aspirations, and especially wāhine, are accessible.
- Tautoko/support for upskilling over people's lifetime.
- The development of recruitment and retention strategies that support ōritetanga.
- Ensuring a kaupapa Māori response.
- And finally, the promotion of the sector to secondary schools.

Poor working conditions, including remuneration and conditions of work; limited and unsociable rostered hours; along with having to use their own vehicles and phones, while receiving incomplete reimbursement in the face of rising costs, all join together to act as a significant barrier to attracting workers.

Currently, according to the industry, there is limited ability to learn while you earn or undertake an apprenticeship. Significantly, fees for students in hauora/health, and particularly nursing and kāiawhina/carers, are higher in comparison to trade sectors like building and construction while funding available to training organisations is lower. These are significant barriers obstructing both demand and supply.

Once in training, a lack of science study at secondary school causes a delay in direct entry into bachelor's courses. Pre-study and/or foundation courses are instead required, often using fees free allocations. Drop-out rates are high and if they do drop out there is currently no pathway to credit to another health qualification, and/or work in an associate health role, until they are ready to advance along the career path again.



Poverty also remains an ongoing barrier to achieving ōritetanga and attracting the future workforce/potential students. In a geographically-dispersed and remote rohe like Taitokerau, some ongoing challenges faced by residents include: high cost of travel; digital connectivity and affordability issues; cost and access to child and whānau care; the financial burden incurred with student loans, and the need to move away off the whenua and away from whānau to access further education and training.

The health care sector is the largest employing sector with a workforce size of 9,815 people. It will grow 13.2 per cent by 2027, meaning over 2,000 people are required to fill job openings in the next five years. 90 per cent will be in nursing and caring roles.<sup>3</sup>

#### What are the jobs and skills in the sector?

- Registered Nurses - 946 people are required to fill job openings over the next five years, 631 to replace those leaving or retiring from the sector, the balance for new demand arising from an aging and growing population.
- Midwives - 44 are required, with 30 people required to replace those leaving or retiring.
- Enrolled Nursing – 40 job openings will need to be filled by 2027, with 24 people to replace those leaving
- Aged and disabled persons carers - 132 are required (level 1-4), 90 for replacement.
- Kāiawhina/personal care assistants (level 1-4) - 701 people are required to fill job openings with 297 people required to meet new demand and 404 to replace those leaving.
- Physiotherapists – 67 job openings, with 43 from those leaving or retiring from the sector.
- Occupational Therapists – 37 job openings over the next five years, 24 from those retiring or leaving the sector.
- Demand from other health job openings include dentists, podiatrists, speech therapists, radiographers, sonographers, laboratory and pharmacy roles. While the numbers are not as many, it takes longer to train.
- Job forecasts are detailed in the appendices and include estimates for each year up to 2027.<sup>4</sup>

## The health care sector is the largest employing sector with a workforce size of 9,815 people.

#### What are the labour market gaps?

By 2027, there will be a shortage of Registered Nurses, Nurse Managers, Nurse Practitioners, GPs and Physiotherapists currently being trained in New Zealand to meet demand which includes both new jobs due an increase in demand for services and replacement roles due to current workers expected to retire from or leave the sector.

Those being trained at level at 1-3 (Health Care Assistant (HCA), Aides and Kāiawhina) will be more than sufficient to meet the demand, making the need for upskilling a key labour market gap to close.

#### What skills do we need for these jobs?

We will need a higher technically-skilled (more at Level 4) workforce to meet higher and increasing care needs for Māori and rural locations, as well as the needs of an older population. The industry reported the requirement for the following skills:

- Cultural competency, with an emphasis on Te Ao Māori.
- Critical thinking skills, including problem solving and decision making.
- Organisational skills, including communications, ability to work under pressure and self-motivational skills.
- Secondary school science past year 10.
- Recognition of L4 learning, gained from life skills and lived experiences.

## Overall action plan

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 Reimagine Health Care in Taitokerau and improve the future skills pipeline for health care and communities' workforce by:

- Accelerating the development of Hauora and particularly Hauora Māori programming and pathways for Māori.
  - Develop a centre of vocational excellence for Health (Nursing and Allied Health as a first focus) to support the drive for innovation using insights from the Māori Health Authority, Health NZ and Te Kahu O Taonui.
  - Ensure Māori health leadership including iwi Māori delivery – especially in rural areas.
- 

 Broaden apprenticeship provision, participation and completion of Nursing (Registered and Enrolled) programmes by:

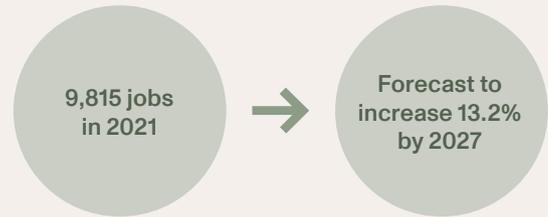
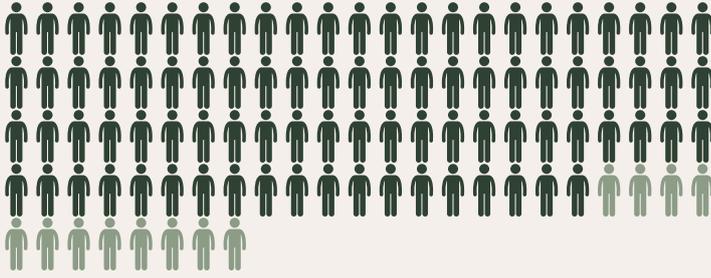
- Considering, adopting and actioning recommendations arising from the Pre-registration Nursing Pipeline Project that address Māori student nurses' attrition rates, including: establishing a pathway to Enrolled Nursing for those who exit Bachelor of Nursing programme; supporting and assisting with Aged Residential Care (ARC) workforce planning including migration settings; nursing recruitment programme; and review of clinical placement model (as a barrier to more training places).
  - Supporting and expanding (if successful) the Kaimahi to Enrolled Nurse apprenticeship model currently being piloted and supported by Mahitahi Hauora, AUT and Te Pūkenga which is supporting Māori Kaimahi to become enrolled nurses and work for their local health providers within their areas of domicile.
  - Endorsing alignment and career staircasing across all health roles.
  - Support options to “step on, step off” studying while being able to work in the sector at their current qualification level.
- 

 Meet the skills needs of our region and employers, especially in Kāiawhina roles through:

- Identifying local workforce challenges and drivers to attract younger workers towards Kāiawhina roles.
  - Employers and agencies agreeing to provide decent working conditions, e.g. address employer pay inequity; cover employee costs on the job; support individual development plans; and better working conditions to enhance workforce attraction and participation.
  - Acknowledging prior learning and highlighting career pathways for Taitamariki who have undertaken whānau care of kuia and kaumatua under a Kaupapa Māori framework that is developed in conjunction with local hapū.
-

# Hauora and hapori whanui health and communities

## Largest workforce in Taitokerau



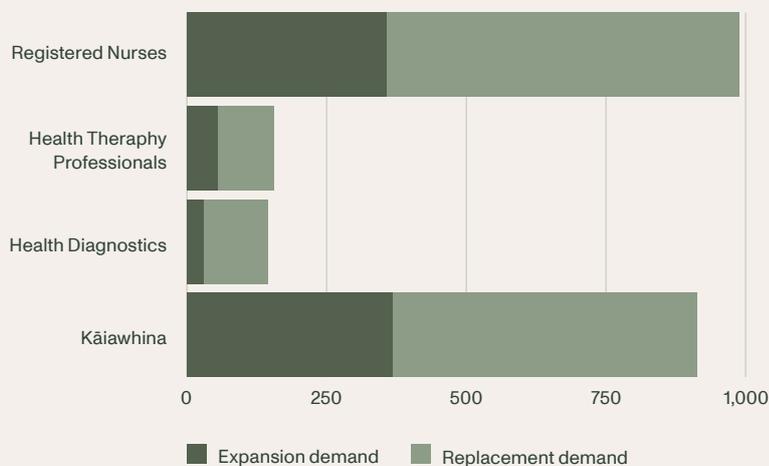
26.7%

Māori workforce in 2021

36.0%

Māori population in 2021

## Over 2,000 people needed to fill job openings in the next 5 years



## Top job openings in next 5 years

Registered Nurses (including Nurse Managers, Educators, Practitioners), GPs and Register Medical Officers, Physiotherapists

## Top job openings in next 5 years in health support roles

Enrolled Nurses, Diversional Therapists, Ambulance Paramedics, Dental Hygienists

Replacement demand is due to retirements and leaving the sector, while expansion demand is due to increases in population and demand for services.

### Health therapy professionals include:

Dentists  
Occupational Health Therapists  
Physiotherapists  
Podiatrists  
Speech Therapists  
Audiologists

### Kāiawhina roles include:

Personal Care Assistants  
Aged and Disabled Persons' Carer  
Orderlies  
Therapy Aides  
Nurses Aides  
Healthcare assistants  
Kāiawhina  
Enroled Nurse

### Health diagnostics professionals include:

Sonographers  
Radiographers  
Medical Lab Techs  
Pharmacists  
Dietitians  
Health Promotions  
Environmental Officers  
Occupational H&S



# Ka mārō te kaki o te kawau

The shag stretches forth it's neck  
(focus and determination)

Photo: Northland Inc

## Workforce resilience and climate change

“The end goal of the traditional Māori economy was to achieve a higher standard of living, oranga (wellness), undertaken in [...] respect for the interdependent relationship between tāngata (people) and whenua (land).”

Over a 1000-year occupation period, Taitokerau Māori had established a trade-based domestic economy that maintained a harmonious relationship between tāngata and whenua, through focusing on the achievement of oranga. However, within a period of less than 200 years post-colonisation, Taitokerau Māori experienced the systematic depletion of vast amounts of valuable natural resources, including the collective land base, critical to the maintenance and growth of the Māori economy. The Regional Skills Leadership Group has taken the view to return to the desired state of oranga generated through a symbiotic inter-relationship between tāngata and whenua.<sup>5</sup>

Per Mātauranga Māori values outlined during our mahi, and as per our principles of Kaitiakitanga - Protecting our Taonga (Lands, Forests, Fisheries, and all other taonga, material and non-material, tangible and intangible) - over the years, it has been emphasised by our Regional Skills Leadership Group the necessity to channel that change into the creation of stronger labour markets, complete with safeguards that are sufficient to ensure workforce and climate change resilience for Taitokerau. Our group will be focusing on shifting demographics and changing job roles. We will leverage the disruption from COVID-19 to ensure Taitokerau genuinely serves everyone's needs while looking to the future to improve productivity, whānau enablement, and mitigating workforce-related climate change impacts.

We have also taken into account our Mātauranga Māori principle of Ōritetanga – ensuring equity of treatment in every aspect, equity in how we live and equity in access to all services. The world of work is changing fast – which is why ensuring recovery from COVID-19 related workforce impacts and resilience due to economic disruptions is one of the three workforce development objectives for the Taitokerau Regional Workforce Plan 2022.

For Taitokerau this means increasing opportunities to grow a more resilient, sustainable, and productive workforce now and into the future that is able to manage disruptions such as COVID-19 through partnerships with Hapū Māori and industry. As part of developing a more sustainable workforce, we must respond to climate change and develop green skills for our workforce. This means that we must develop a robust understanding of workforce impacts due to climate change and how we may transition our economy to a green economy equipped with green skills, while addressing the threat of climate change.



*The mantra to ‘think global, act local’ empowers climate action at the local level. We strongly believe that the Taitokerau region can be an empowering environment for taitamariki entering the labour market to create mahi that supports climate action and community wellbeing.*

*Edward Miller - Researcher and Policy Analyst,  
First Union*

Achieving a managed and just transition for workers, particularly those currently employed in the industries that drive climate change, requires an active mix of social protection policies, training and retraining incentives, public and private sector investments in infrastructure and environmental services, and an approach that values climate action and decent work as much as it does economic returns.

A climate-jobs agenda represents solutions to some of Taitokerau's existing labour market problems. The regional employment figures display a high dependency rate (there are a lot of people aged below 15 and above 65) and relatively low employment. The jobs missing in the region are in the value-add sectors like manufacturing and construction, a trend heightened by the closure of Marsden Point refinery which made up half of the region's manufacturing GDP.



*Are we supporting continued resilience of the people and environment – together we need to move to a regenerative approach which encompasses broader green skills broader than gas emissions. Regenerating Taiao will enable biodiversity, increase water quality and help reduce flooding [sic].*

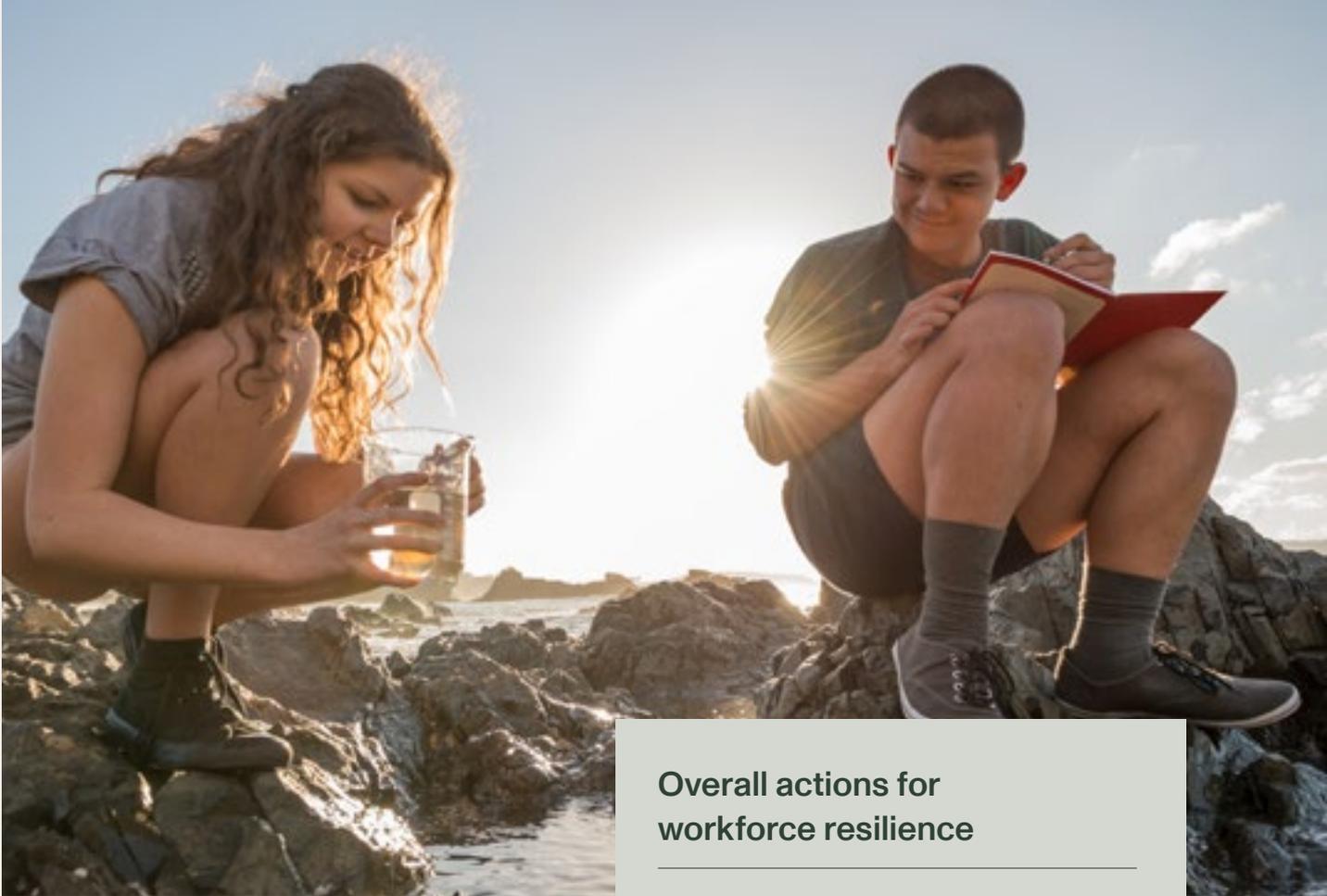
*Bernadette Aperahama, Team Leader, Strategic Planning and Urban Design, Whangārei District Council*

## Labour market insights for workforce resilience

- In terms of employment and education, Māori, youth and wāhine were affected disproportionately by COVID-19. These segments of the population were unable to access productive work and/or education opportunities due to economic challenges. Māori comprise 36 per cent of the Taitokerau population<sup>6</sup> and it is essential that whānau, hapū and iwi are enabled to work together for a skilled and productive workforce with equitable outcomes.
- COVID-19 has brought on new challenges to the region's labour market, more so for young people aged 15-24 years, with the rate of youth not in employment, education or training (NEET) increasing to 15.8 per cent. This is 5.1 per cent higher than the New Zealand average and is an increase of 22.2 per cent pre-COVID-19. The region's NEET rate is the second highest in New Zealand, behind Southland Murihiku<sup>7</sup>.
- Māori are overrepresented in Job Seeker Support statistics - in June 2021, the annual average unemployment rate for Māori in Northland was 9.1 per cent compared to 3.3 per cent for European/Pakeha. During 2016-20, the number of Māori receiving the Work Ready benefit increased by 723 (22 per cent), accounting for around 90 per cent of the increase. Over the past year the number of Māori receiving this benefit has increased by a further 912 (23 per cent), accounting for 66 per cent of the increase<sup>8</sup>.
- Women's employment has been impacted adversely by COVID-19. The percentage increase in Work Ready recipients by gender in 2020-21 was 25 per cent for males and 26 per cent for females. In absolute terms, the number of females increased far more (40 per cent) than males<sup>9</sup>.



Photo: Northland Inc



### What are the labour market gaps for workforce resilience?

- Providing full-time and sustainable employment in the region will allow everyone to participate in a fully inclusive labour market. Through a focus on training and reskilling, we have an opportunity to future-proof workers and industries alike, increasing their resilience and full-time participation for the longer term. However, the Taitokerau labour market is tight, and the labour force underutilisation for Taitokerau is one of the lowest in the country at 9.2 per cent. The solution is to encourage students and workers to develop their skills, and reimagine how training is delivered.
- Decent work in the Taitokerau region is required so everyone can participate fully and equitably in their places of work, community, industry and society in line with Taitokerau Northland Economic Action Plan 2019<sup>10</sup>; A Māori Economic Growth Strategy, He Tangata, He Whenua, He Oranga<sup>11</sup> (developed by Taitokerau Iwi Chief Executive Consortium, Te Kahu o Taonui) and Te Hiku Joint Work Programme<sup>12</sup>, Te Mahere Whai Mahi Māori/Māori Employment Plan. All want to see work that is sustainable, secure, fairly paid, and meaningful and motivating.

### Overall actions for workforce resilience

The Mātauranga Māori high level outcomes agreed by the Group are focused to create a conducive workforce environment that reinforces Māori prosperity and wellness in Taitokerau. Based on this, the group has developed the following actions for workforce resilience.

1. Support workforce recommendations from Te Mahere Whai Mahi Māori/Māori Employment Action Plan<sup>13</sup> including:
  - a. Providing support to build resilience for Māori businesses.
  - b. Supporting organisations working with businesses who encourage and grow their Māori workforce, especially wāhine and taitamariki.
2. Actively support increased collaboration and partnerships between Community and Industry for developing a resilient workforce, through:
  - a. Actively supporting community-led initiatives and the organisations that support them to awhi community capability and develop a whānau workforce.
  - b. Work with organisations that support business growth e.g. Te Hiku Joint Work Programme, Te Mahere Whai Mahi Māori/Māori Employment Action Plan, Chamber of Commerce, and Northland Inc under the business mentor programme, to support entrepreneurship workforce development.

## Labour market insights for climate change

The scale of change required to achieve a green economy and meet ambitious climate change targets means we need to think about sustainable skills in all jobs and all sectors.<sup>14</sup>

Green skills will be a catalyst for jobs and skill transformations, which are vital for building the next generation of green talent and provide Taitokerau's future labour market with a clean, green future. It is now more important than ever to develop a robust understanding of impacts on workforce caused by climate change policies and how to support the transition towards green skills based on pae tata (the collective efforts of many) and pae tawhiti (towards a desired future).

Looking at the spread of talent around the region and within the core and backbone sectors through the lens of green skills, we can see clearly that the demand for green talent is growing. Key sectors that will be relevant for Taitokerau for the climate change transitions include transport, industry energy and waste, building and construction, agriculture and forestry.

For an equitable transition to climate change, it will be important to support skills development for quality low-emissions employment, and as demand for existing skills decline, we must also give workers access to training and support into new roles. Specifically, we will look to enabling Māori in Taitokerau to drive the skills transitions towards climate change as per the Climate Change Response (Zero Carbon) Amendment Act 2019<sup>15</sup>. This could involve upskilling workers to move them from high polluting industries to 'green' jobs within a low carbon economy. In construction adapting to innovation will be central to the sector and will also drive the need for focused upskilling. In the energy sector, with falling employment levels in refining, there is an opportunity to retrain these workers in the renewable energy industry.

**Key sectors that will be relevant for Taitokerau for the climate change transitions include transport, industry energy and waste, building and construction, agriculture and forestry.**



Currently regional growth relies on the extraction of resources, manufacturing, consumption, and generation of waste but the biosphere cannot regenerate or absorb the activity and jobs that rely heavily on a healthy and stable environment which is at risk in Taitokerau. With the values of Kaitiakitanga - Protecting our Taonga - we need to shift talent towards green skills, through a targeted sector approach, towards greener jobs, using skills to identify jobs with the highest ability to turn sectors green.

### What are the labour market gaps for climate change?

- Supporting transitioning and upskilling to meet emerging green jobs will require a significant understanding of the impacts of the Net Zero Carbon amendment to the Climate Change Response Act in 2019 or industry, individuals, and wider society to upskill and reskill. Some jobs will require specific upskilling or retraining to move to sustainable, green jobs while all jobs will require higher levels of environmental awareness as well as adjustments to reduce emissions, recycle waste materials, and sustainably source products.
- As the region seeks to better understand the skills that are key to making the transition to a green economy that advances decent work, skills development programmes for enterprises and workers to facilitate the transition to a green economy will be important.

## Overall actions for climate change

- ❖ Champion green skills and prepare the workforce for the green and equitable transition owing to climate change impacts of the Zero Carbon amendment to the Climate Change Response Act in 2019 through skills assessments, Emissions Reduction Plan, and National Adaptation Plan.
- ❖ Undertake a comprehensive sector by sector analysis through the lens of green skills, to determine the potential green skills required by industry based on demand for green talent which will in turn be based on national policy commitments for the region, i.e. the proposed Renewable Energy Zone<sup>16</sup> pilot as an opportunity for Taitokerau to transition to increased green energy generation.
- ❖ Support the Māori workforce to identify the critical green skills required initially in the primary sector (forestry) that align with their kaupapa and whenua values, to enable a regenerative, sustainable and circular economy model.
- ❖ Develop a targeted approach to progressively focus on green upskilling and reskilling communities with a devolved energy generation approach (solar energy related skills). While also capitalising on investments made in Ngāwhā Innovation and Enterprise Park.
- ❖ Support existing workforce from exiting industries, with cross council collaboration, to transition to more sustainable future industries such as green hydrogen, solar, wind and water, energy waves and potentially bio-fuels, e.g. Refining NZ.

## Definitions

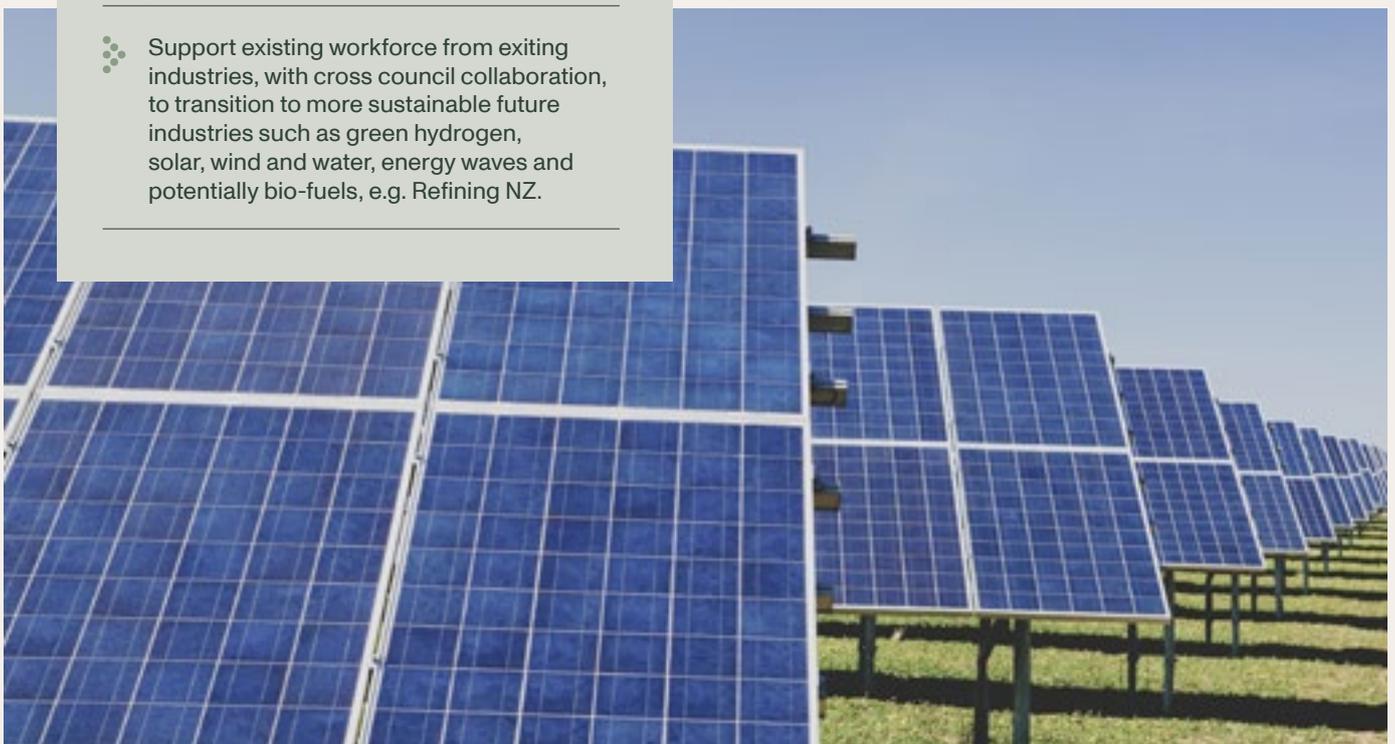
**Green skills:** skills that enable the environmental sustainability of economic activities.

**Green jobs:** jobs that cannot be performed without the pre-possession of green skills.

**Green and equitable transition:** the process of evolution towards a green economy to support the goals of the Paris Agreement, to deliver net-zero emissions in order to limit climate change to 1.5 degrees. This includes structural transformation across all sectors and meeting the commitments outlined in the Zero Carbon amendment to the Climate Change Response Act in 2019 in NZ.

**Green sectors:** In the Taitokerau region the sectors as per inhouse analysis that will be foremost for the Green and equitable transition to meet our national commitments to the Net Zero Carbon amendment to the Climate Change Response Act in 2019 are Primary Industry – Agriculture and Horticulture, Construction, Transport and Manufacturing<sup>17</sup>.

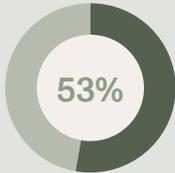
**With the values of Kaitiakitanga - Protecting our Taonga - we need to shift talent towards green skills.**



# Key candidates for climate change transitions in Taitokerau

## Agriculture, Fishing, Forestry

### CARBON EMISSION



### EMPLOYMENT



### GDP



**69%**  
MALE

**28%**  
MĀORI

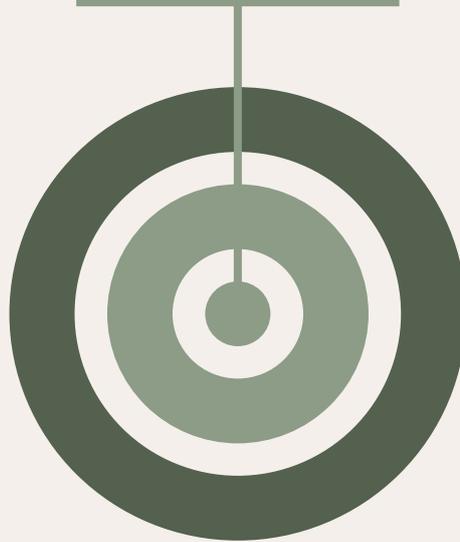
**22%**  
NO QUALIFICATIONS

Workers live in;  
Kaipara 40%  
Whangarei 33%  
Far North 27%

## TARGET

# 2050

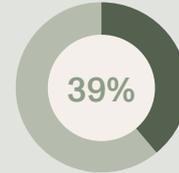
## NET ZERO EMISSIONS



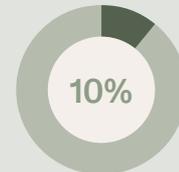
Respect for the  
interdependent  
relationship  
between tangata  
and whenua

## Manufacturing

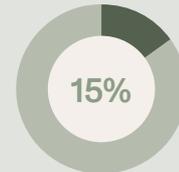
### CARBON EMISSION



### EMPLOYMENT



### GDP



**77%**  
MALE

**31%**  
MĀORI

**18%**  
NO QUALIFICATIONS

Workers live in;  
Kaipara 15%  
Whangarei 59%  
Far North 26%



**Mātauranga –  
supporting a productive  
economy through  
regional workforce  
planning and labour  
market intelligence  
in core backbone  
economic sectors**

## Our region's workforce

Taitokerau (Northland) is home to about 198,000<sup>18</sup> people and while our communities are mostly of European descent we have a far greater proportion of Māori in our communities than in other rohe (36 per cent).<sup>19</sup>

Our rohe has three main sub regions with the populations for each being – the Far North district (72,600), Kaipara district (26,000) and Whangārei district (99,400).<sup>20</sup>

The combination of Northland's natural assets along with its rich historic and cultural heritage are highly valued by the region's communities and employers. Together they form an important source of distinctiveness for the region that underpin many of our rohe's most thriving enterprises. Maintaining and enhancing both these natural and cultural assets is essential to our economic future.

With approximately \$300 million of recent public sector investment in infrastructure, skill development, tourism, and innovation projects, together with increasing private investment, developing the narrative for the region's future workforce is positive.

### Labour market overview

Qualification levels help to evaluate the economic opportunities and socio-economic status of workers in particular industries. Higher qualifications result in more stable and better paid employment outcomes that in turn contribute to improved long term wellbeing outcomes.

While our people have made progress in gaining more qualifications, much of this gain has been in entry level qualifications. Qualification level data<sup>21</sup> indicates that our workforce is less skilled compared to the national position. We need to concentrate on bridging that gap. This will help to ensure that the higher wages paid for higher-skilled roles, for example, those within the public funded projects mentioned above, flow directly into our communities.

With almost as many people over the age of 15 currently not in the labour force, unemployed, or employed full time in lesser-skilled roles, we already have the latent capacity to fill many of the jobs that will be created in the future. One of our greatest challenges will be to engage these members of our community in meaningful learning and purposeful employment journeys.

### Business and industry

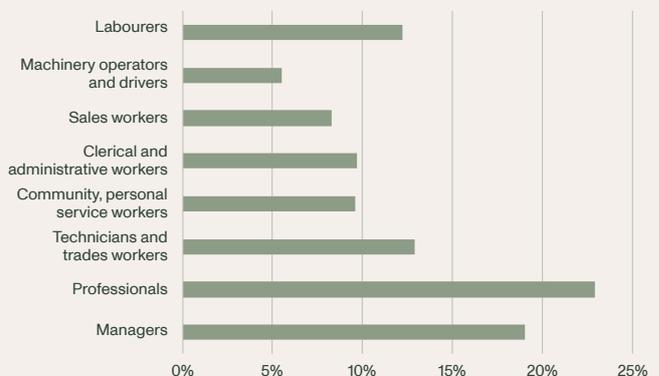
When comparing Northland to the national economy, it can be seen that overall, our rohe has a much more diverse economy but has relative concentrations in the primary industries and the goods producing industries.

Despite those two named industries contributing significantly to our GDP the biggest employment industries in the north also include Health Care and Social Assistance (12.6 per cent) and construction (11.8 per cent).<sup>22</sup>

Self-employment rates have been stable over the last decade. Data shows the employment models for some of our largest industries still include a notably high proportion of self-employment with over 40 per cent of workers in both the construction sector and primary sector being self-employed<sup>23</sup>.

Some of the challenges that SMEs encounter are the ability to secure lead contracts for significant projects, to invest in worker development and to integrate emerging technologies. If our local employers are to grow, and the rewards of the recent investments are to be shared equitably, then addressing these challenges is essential.

### Northland Region Workforce Skills at a Glance 2021



Source: Infometrics - Regional Skills Outlook Accessed - April 2022



Photo: Northland Inc



## Future workforce

A higher skilled workforce will be required to deliver a prosperous future for our rohe. To this end it is vital that the region's tertiary education system aligns its performance with our needs.

Young Māori are crucial to the future wellbeing of the region, and it is therefore critical to increase Māori engagement and participation in tertiary education.

The future workforce will be shaped by our population growth and demographics. It is estimated that Taitokerau will be home to 231,200 people by 2048 with a significantly higher proportion of older people when compared to census 2018 data.<sup>24</sup>

Technology advances (namely Machine Learning, Artificial Intelligence and robotics) are likely to see construction methods morph into something closer to manufacturing processes which will change the skills demand profile for this industry, particularly in urban areas. Such a shift in approach may help create more sustainable solutions to our dire housing shortage.

Technology advances are also likely to materially impact on all the sub-sectors in the primary industries, resulting in greater demand for technology and scientific skills.

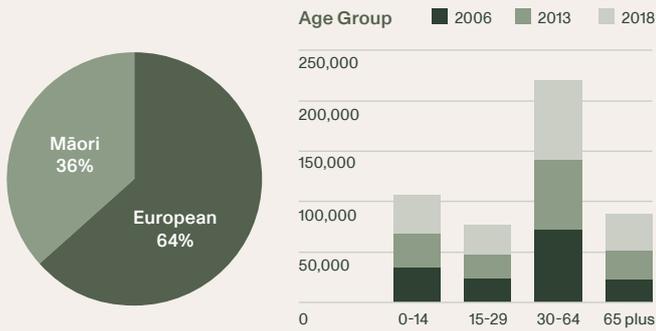
We will need to resolve the persistent low digital skill and connectivity issues seen in some areas of our rohe for the benefits from these changes to be shared equitably.

The influence of climate change will be felt across the region, but especially in those communities where the economy is dependent on natural resources. A progressive move towards a greener, more resilient economy will demand new skills (located around science and technology) and this will mean that our education providers will need to shift the nature of their provision so our local taitamariki can learn while still in our rohe.

**A higher skilled workforce will be required to deliver a prosperous future for our rohe.**

## Labour Market

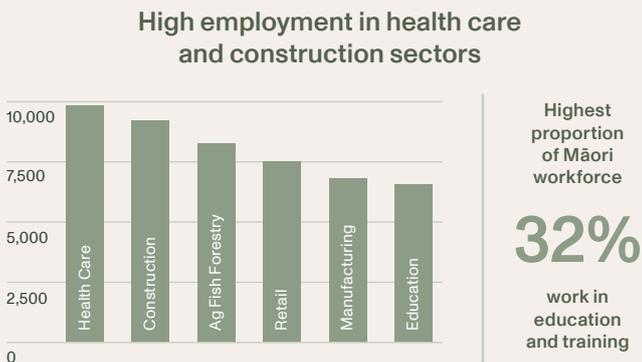
Taitokerau is home to 197,900 people



Getting better qualified – now more with entry level qualifications and less people with no qualifications



More self-employed than average with the highest in construction and agriculture, fishing and forestry

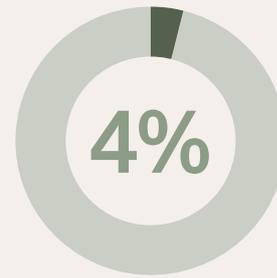


Employing sectors by ethnicity



## In Business

Businesses who make Taitokerau home



How many jobs in Taitokerau

**3%**

of people employed in New Zealand are employed by businesses in the region

Rural backbone

**1/4**

of businesses are in the agricultural, fishing and forestry sector

**2%**

Māori owned Businesses

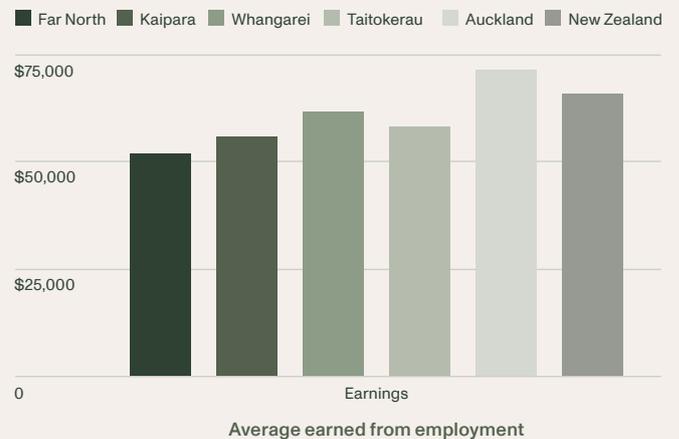
**7%**

of Sole Traders are Māori

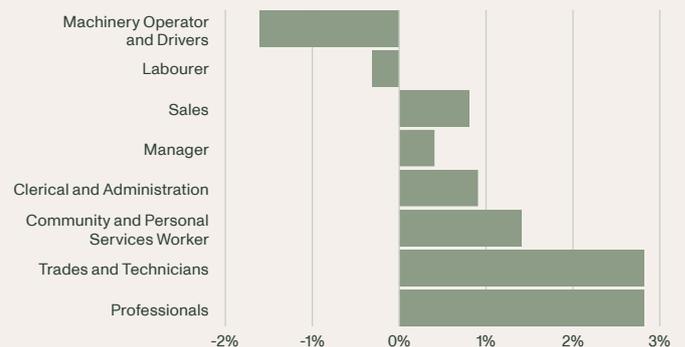
**15%**

of Māori Businesses are significant Employers of Māori

Lower wage economy



Demand for skilled workers



# Ngā rākau tango mua a Manaia

The tools of Manaia are immediately successful  
(Building and creating with success)



## Construction and infrastructure

Our Mātauranga Māori Framework highlighted housing and building as a critical need for Taitokerau, while simultaneously being a huge opportunity for the region. Attracting whānau, especially wāhine, to the workforce as well as providing clear pathways and training, is therefore to be a major focus of the Group.

### Labour market insights

Residential, commercial and infrastructure forecasts show a strong forward pipeline of work for the construction and infrastructure industries. This includes significant government investment to tackle the housing shortage, which is the priority for Taitokerau hapori/communities and is reflected by Kāinga Ora priorities.<sup>25</sup>

The Taitokerau housing register is at a record high with over 1500 families currently on the emergency housing waiting list. “Since late 2017, the number of Taitokerau families on Kāinga Ora’s housing register ballooned 600 per cent, from 234 in December 2017 to 1402 in December 2021”.<sup>26</sup> Māori whānau are overrepresented in the homeless population (87 per cent of emergency housing grants were to Māori although they make up 36 per cent of the population)<sup>27</sup>.

Government is also planning investment in large infrastructure projects across Taitokerau, including the Whangārei and Kaitaia Hospitals upgrades, Northport upgrades and Northland Transportation Alliance projects<sup>28</sup>. There are also a significant number of private sector developments; for example, Arvida Retirement Village in Kerikeri. Waka Kotahi’s New Zealand Upgrade Programme for Transport<sup>29</sup> also outline significant construction projects in the coming years. “The Northland package will provide a new rail link to Northport, upgrades to the rail line north of Whangārei and targeted major safety upgrades to State Highway 1 to help everyone get where they’re going safely.”<sup>30</sup>

COVID-19 has highlighted the weaknesses across this sector with material supply chain issues only adding further strain on a sector already struggling with both skills and labour shortages. New building practices and



Photo: Northland Inc



technologies are an opportunity to bring new workers into the industry and grow productivity; e.g. increased use of panel construction housing techniques to reduce build time and increase productivity.

Another unfortunate consequence of the skills shortage is employer poaching. “COVID-19 has highlighted the weaknesses in the system. Fewer apprenticeships and staff shortages have led to organisations poaching from each other which isn’t sustainable. We need to invest in paying people a decent wage, and we employers need to recognise the importance of a positive transition into the company.” says Stuart McDonald, GM People and Culture at McKay.

Because of all the growth there is demand for new development and regulatory skill sets; namely surveyors and environmental consent teams. The members have heard from district councils that there is high turnover and staff poaching which is unsustainable and only works to further exacerbate the associated bottlenecks with resource consents and building inspections.

In 2020 there were 11,514 workers in the sector representing 15.1 per cent of the total workforce (76,175).<sup>31</sup> This is a higher proportion of our regional workforce than most regions nationally.

## Residential, commercial and infrastructure forecasts show a strong forward pipeline of work for the construction and infrastructure industries.

Unclear pathways are exacerbated through a distinct lack of diversity across the sector – many organisations are changing their culture to attract a range of workers while some still have a way to go. For example, women represent 13 per cent of the workforce (3 per cent of apprentices)<sup>32</sup> and only 26.5 per cent of the workforce are Māori, compared to Māori making up 36 per cent of the region’s population.<sup>33</sup>

Unlike other sectors in Taitokerau, there is a high percentage of self-employed contractors which is a characteristic of the sector - 4,316 were self-employed workers in 2020. Larger firms typically have the capacity and structures to better support innovation in workforce and skills development.

## What are jobs and skills in the sector?

The sector recognises a range of workforce and skills challenges. There is a severe shortage of workers. Taitokerau needs over 4,000 workers to enter the sector over the next five years, to replace those leaving the industry and meet increased demand. This represents an increase of 33 per cent from the 2020 workforce (11,500 workers).

There is huge demand for housing across the region, in addition to the proposed infrastructure projects.

At the moment we know the sector requires:

- Carpenters and Skilled Labourers.
  - Certificate level 1-3 – over 1100 replacement jobs – circa 150 new jobs.
  - Certificate level 4 – over 1200 replacement and 170 new jobs – total 1,370.
  - Diploma Level 5 + 6 – 270 replacement and 170 new jobs – total 420.
- Degree level 7 plus – 500 replacement and 400 plus new jobs – total 900.
- Project builders.
- Electricians (general).
- Project Managers.
- Resource consent expertise.
- Licensed (class 1-5) drivers.<sup>34</sup>

In addition, new industry opportunities are emerging. Initiatives such as water infrastructure as well as alternative energy projects including solar farms are currently being established across the rohe. All of these projects will require a workforce with the skills for initial construction, and ongoing maintenance. The members want to identify the wider range of skills that will be required, especially in remote, papakāinga communities. The Maihi-Ka-Ora report highlights the need to remove barriers for building more papakāinga housing.<sup>35</sup>

There is an opportunity to amplify initiatives to attract taitamariki, Māori and wāhine into the industry by pertinent subject choices at schools which support these pathways. Collaboration with Waihangā Ara Rau and Te Pūkenga is needed to ensure such subjects are available to students across the rohe.

**Alongside growing the local workforce, industry leaders in the region will need to attract experienced people from other regions, or from offshore, to support the development of the future workforce.**

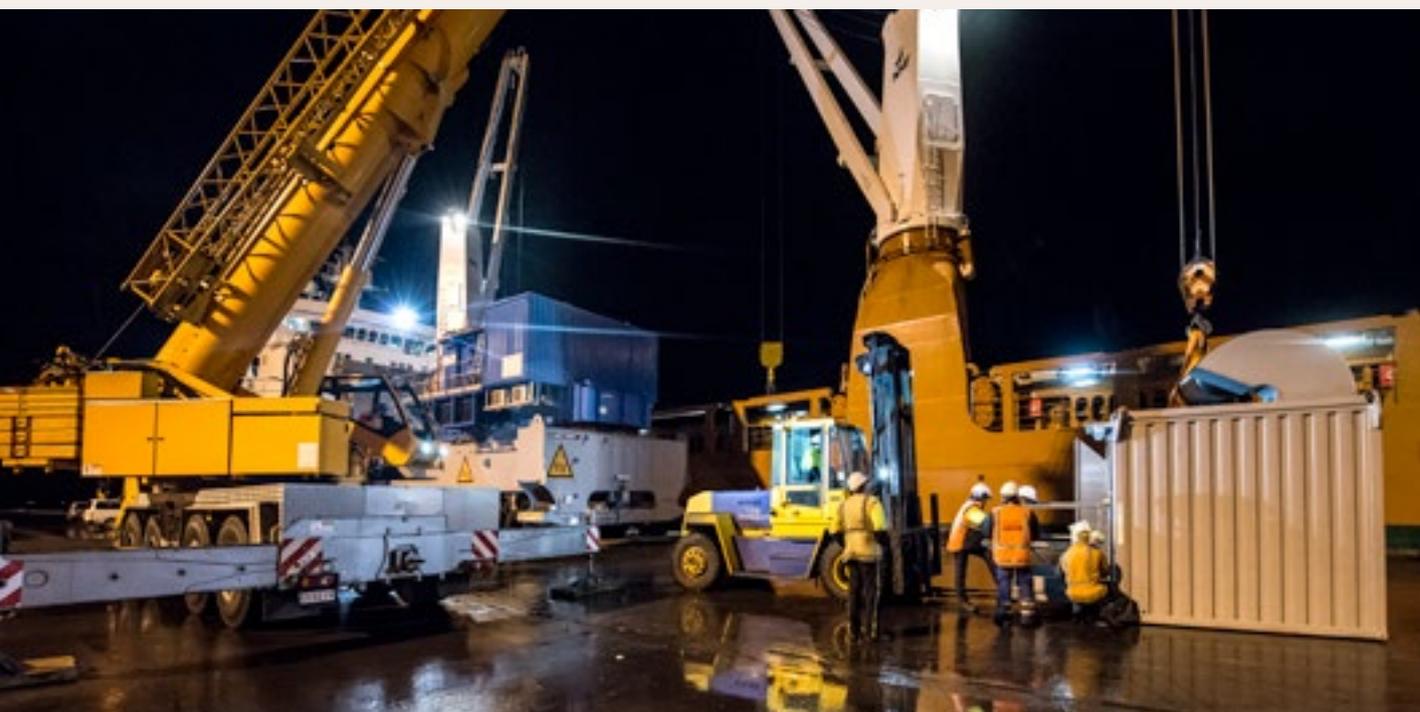


Photo: Northland Inc

Because of the significant workforce growth required we need skills at all levels from entry level to professional. There is real employer commitment to growing the local workforce as the sector recognises the severity of the shortage in the coming decade. Alongside growing the local workforce, industry leaders in the region will need to attract experienced people from other regions, or from offshore, to support the development of the future workforce.

Rick Lunn, Director at Smart Trade Solutions Ltd explained, “A major bottleneck is the lack of experienced, qualified, skilled tradespeople to coach apprentices in the workplace. Opening borders is only going to be a short-term solution. We need to upskill and keep local people.”

The clear opportunity is to grow the Māori workforce, and Māori construction and infrastructure business ownership, so that communities across the region can not only address the housing shortage in their neighbourhoods but also retain the skills to build and maintain their housing. Māori owned businesses employ 43 per cent Māori on average, which is 3x the rate of non-Māori businesses<sup>36</sup>. Increasing contracts awarded to Māori businesses through social procurement is an excellent opportunity to grow a skilled Māori workforce. Culturally appropriate care must be put into place as per the Mātauranga Māori Framework underpinning this plan.



*Māori businesses are committed to developing their workforce. One of Amotai's roles is to support buyers (government agencies, corporates, local council) to understand their ability to make change through their actions – to create equitable opportunities for underrepresented groups while expanding their supply chains. Intentional procurement for positive change. Supporting sustainable long term behavioural change of our buyers by including local Māori and Pasifika businesses, promotes business resilience and enables them to upskill their workforce skills and capabilities.*

Missy Armstrong – Amotai



*Kāinga Ora is investing in Taitokerau in multiple ways. In doing so we seek to support the local economy by contracting local businesses, promoting trade training and contracting schools to build homes. We work with Amotai to support businesses [to] become ready to contract with us. Dargaville High School students have built a number of homes for us, including an accessible five bedroom home recently opened in Kaitaia. We are proud to be a part these young people's mahi hiko.*

Jeff Murray Regional Director, Kāinga Ora Taitokerau

The Government's social procurement policy now requires that 5 per cent of contracts are awarded to Māori businesses, to increase supplier diversity. Kāinga Ora is committed to meeting the government's social procurement target of 5 per cent Māori businesses and believe this percentage can be significantly higher in Taitokerau. They are also partnering with hapū, and selling them relocatable homes to bring up to legal standards.

The members want to support Iwi-hapū led workforce development in line with social procurement for government investment in housing and infrastructure. Kāinga Ora are actively seeking partnerships with hapū and iwi to develop and upgrade housing stock, however the lack of infrastructure capacity can be a barrier. An example of a successful programme is Māori business Yakkas Construction who have won a tender to build six state homes in Kaikohe.<sup>37</sup>

By the same token, if employers do not want to repeat the mistakes of the past, they need to commit to growing the capacity of their current workforce. We expect this will be easier going forward as tertiary providers are now providing a range of study options that allow learners more flexibility.

## What are the labour market gaps?

The top five detailed occupations in Northland Region are expected to account for 26 per cent of all job openings between 2021 and 2027. Replacement job openings for these are expected to make up 22 per cent of overall job openings in this sector. The members see this as an excellent opportunity to attract taitamariki as well as wāhine into the sector and broaden the sector's diversity while also increasing capacity to meet demand. To do so, it is essential that a range of accessible training across the rohe is made available.

The Group wanted to understand construction and infrastructure workforce and skills needs so we consulted workers, and employers, and education/training providers from across the rohe. Since September 2021, this collaborative approach has seen the Group provide support to a range of initiatives including:

- BCITO hui in Kaitaia, Kerikeri, Kaikohe and Whangārei where over 20 representatives came from tertiary education providers, businesses, and agencies to discuss the challenges, opportunities and potential solutions.
- Over 20 key informant interviews with industry employers from right across the region for research commissioned by the Regional Public Service Commissioner, to support the regional public service strategy (He Orana) focus on housing and workforce development. The interviews were conducted by the Ministry of Social Development, Northland Inc, and NorthTec, to support an immediate response.



*We need to wrap pastoral care and support around people as they start their apprenticeship journey, not wait until they fall off the cliff. As an employer it is easier to deal with a small problem than try and solve a big problem at the bottom of the cliff when everyone is hurting.*

*Rick Lunn; Director, Smart Trade Solutions Limited*



*Our younger whānau within our communities have said they prefer employment opportunities where they can earn and learn at the same time and the reasons are obvious, but the genuine opportunities are still too few.*

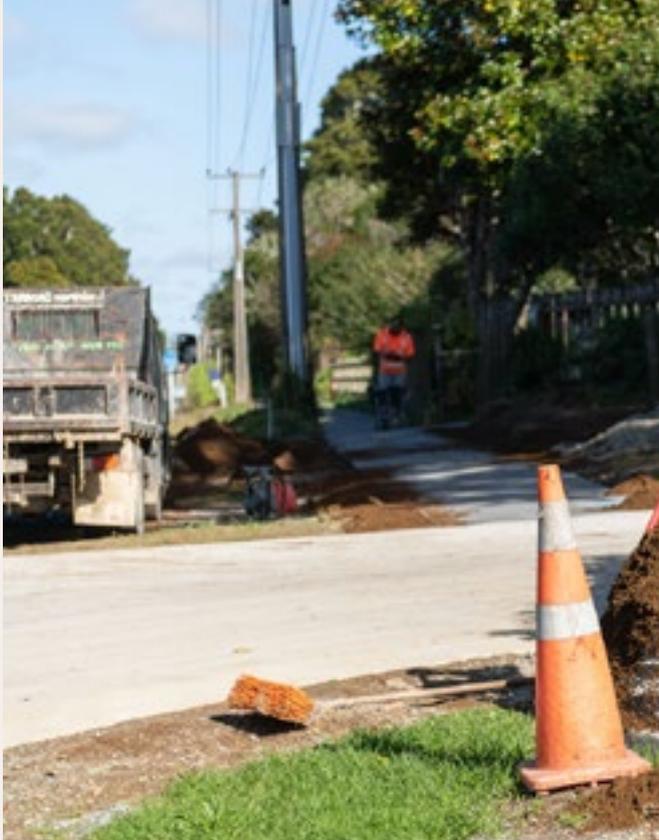
*Annie Tohill, E Tu*

Taitamariki have a poor perception of the industry and those interested generally have to travel to Whangārei for up-skilling. Provision for local training and earn as you learn will enhance the reputation.

Pastoral care in this sector can be improved to reduce worker churn and increase productivity, especially if it is aligned to cultural beliefs and practices. Having a stronger connection to schools will increase understanding of both employers and youth, as well as teachers about what the sector can offer. Civil Contractors New Zealand (CCNZ) have an initiative to address this, discussed below.<sup>38</sup>

Another key barrier for both taitamariki and employers are driving licences. Workers struggle to get to where the work is, and employers can't support workers to upgrade their licences to meet the demand for class 2, 4 and 5 licence holders across the sector. The members are in support of initiatives to increase access, while secondary schools are investigating provisions. Far North REAP<sup>39</sup> deliver driver licence support services, with MSD and Waka Kotahi collaborating. As Hon. Minister Damien O'Connor stated<sup>40</sup>: "Increasing rural community access to driver licensing training will open up more job opportunities by equipping our rural people with skills sought by many employers."

**The top five detailed occupations in Northland Region are expected to account for 26 per cent of all job openings between 2021 and 2027.**



The general perception of the sector is outdated, with the view that it is currently male dominated. As with taitamariki, wāhine/women view the sector as having long and inflexible work hours, unattractive work culture and site hygiene factors, and requiring physically demanding activities. The members support clarifying pathways to attract more wāhine and young people into the sector. Civil Construction New Zealand continue to address this with their recently released plan<sup>41</sup> citing industry-wide programmes like Women in Trades, Girls with Hi-vis and Women in Infrastructure.

“Work has the potential to add a great deal of meaning and richness to our lives; at the same time, it has the capacity to wither our souls in a way that few other life activities can match.”<sup>42</sup> Members have noted that mahi perceived as adding purpose and meaning, and contributing to kaupapa, is attractive to people. This combined with the ability to access training regardless of location will increase the sector’s attractiveness to workers.



*If you want to just come and dig a hole – go elsewhere. If you want to have a purpose, come and work for us.*

*Ida-Jean Murray, North Drill Limited*

## Overall action plan

- Amplify initiatives to attract taitamariki, Māori and wāhine/women into the industry including through secondary education subject choices that support these pathways; working in collaboration with Waihunga Ara Rau and Te Pūkenga to ensure subjects are available to students across the rohe.
- Continue to tailor and grow vocational training to meet the construction and infrastructure needs of employers and communities, including remote communities.
- Support Iwi-hapū led workforce development in line with social procurement for government investment in housing and infrastructure.

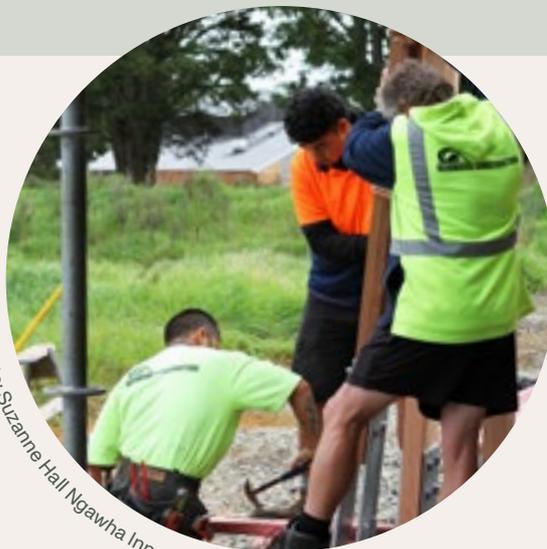


Photo: Suzanne Hall Ngawha Innovation and Enterprise Park

# He Rakau kāpuia, e kore e whawhati

The bundle of sticks is unable to be broken  
(compatibility, durability, tenacity, endurance)

## Primary industries – agriculture, forestry and horticulture

Using Mātauranga to grow a prosperous workforce, to ensure the people of Taitokerau can stay in the rohe or come home to earn decent wages for decent employment, is a key objective of the Group.

Pilots by the Te Rūnanga o Te Rarawa and Te Hiku Development Trust to increase sustainable work in this core economic backbone of the economy, are also part of the innovative and best practices highlighted in this report and supported by the RSLG.

With a reputation for high quality and safe food, lots of sunshine hours and very few days below 10 degrees, Taitokerau has a growing horticulture sector and a long-established dairying and farming sector. The region is second only to the Bay of Plenty for kiwifruit and avocados but also grows kumara, citrus, mandarins and olives.

The impact of border closures as a COVID-19 response has been felt in the Taitokerau labour market but not to the same degree as other regions. Generally employers mostly draw on local labour, with just six per cent from backpackers and 23 per cent from RSE workers (2018). More and more local people are being employed in primary industries.

### Labour market insights

With over 8,000 jobs<sup>43</sup>, this sector is the third largest in Taitokerau. Despite having fewer people employed in dairying and in grain, sheep and beef cattle farming in the past five years, they still employ the largest farming workforce. And they remain a significant economic contributor across our sub-regions with 29 per cent of the region's dairying GDP coming for the Far North, 35 per cent from Kaipara and 36 per cent from Whangārei.

There is increasing employment in the horticulture and fruit growing sector (including avocados) alongside forestry and logging with over 500 additional jobs since 2016.<sup>44</sup> This more than offsets the job losses in the other primary industries sector such as dairying; grain, sheep and cattle beef farming; seafood processing, poultry farming and sawmilling.

**With over 8,000 jobs,  
this sector is the third  
largest in Taitokerau.**



Photo: NorthTec



### Horticulture - What are the jobs and skills in the sector?

120 fruit or nut orchard managers (includes kiwifruit, avocados and blueberries) will be required over the next five years mostly to replace those retiring or leaving the sector. While no formal qualifications are required, Careers NZ advise that a Level 4 diploma or a science degree in horticulture would be useful.

In the horticulture sector the number of employers is reducing as holdings are consolidated alongside iwi investing in market gardens and kiwifruit orchards across the rohe. As corporatisation increases, there is an emerging need to upskill supervisory and middle management roles to meet the needs of expanding workforces.<sup>45</sup>

**120 fruit or nut orchard managers (includes kiwifruit, avocados and blueberries) will be required over the next five years.**

### Agriculture - What are the jobs and skills in the sector?

Even though dairy cow numbers have been declining since 2014 and now number 250,631 off a peak of 303,958 in 2001, the number of herds are also declining which suggests a consolidation of holdings as well. The current dairy pay-out is the second highest since 2014 and in aggregate was \$607m; this is about 7 per cent of GDP in 2021 and the largest export, but less than 1 per cent of Aotearoa New Zealand's total dairy export. There are strong opportunities in the sector with 352 dairy farmers (farm managers) required over the next 5 years – about 70 per year.<sup>46</sup>

While no formal qualifications are required for entry, once again Careers NZ recommend certificate, diploma and/or degrees in science, commerce, business or economics. Most of the job openings in dairy manager jobs are to replace those retiring as Taitokerau has a high proportion of farmers aged 65 years plus; this forecast is based on the premise that most will seek to retire at 65 years of age.

**The current dairy pay-out is the second highest since 2014 and in aggregate was \$607m.**



Photo: Northland Inc

### Forestry - What are the jobs and skills in the sector?

With increasing world-wide stimulus in infrastructure projects post-pandemic, alongside New Zealand's own housing growth, future demand is positive for the forestry sector. Our region has the third largest area of planted forests (11 per cent) and a further 13,357 hectares is being planted under the One Billion Trees Crown Forestry Partnership.

Most forests planted in Northland were planted in the early 1990s (like many regions in New Zealand) and are being harvested now and next year. Volumes are forecasted to decline – halving from 600 (000 m3) by 2025 and not expected to be back up to 300 (000 m3) until 2035.<sup>47</sup>

The transition from manual work to mechanised and automated operations is advancing more rapidly than earlier forecasts; some in the sector say 5 years away not 15 years away after all. 23 log plant operators will be required over the next 5-year period while 187 forestry labourers (including tree fellers and logging assistants) will be required to fill job openings.<sup>48</sup>

### What are the labour market gaps?

Most of the students who study horticulture and agriculture in Taitokerau, do so at levels 1-3. These qualifications appear to be more than adequate to fill the job openings available. While the number of students completing studies at level 4 and 5-7 are fewer, they appear adequate. Few students study at degree level, and with advances in automation and climate change-responsive growing practices, this is an area for promotion or encouragement to upskill.<sup>49</sup>

Taitokerau students are mostly studying for entry-level roles in forestry.<sup>50</sup> Micro-credentialing and other upskilling initiatives will be important to ensure that the opportunities for those fewer higher-paid roles offered by automation can be captured locally.

Typical perceptions of the forestry sector are that the work is physically demanding, conducted in an inhospitable environment, with poor safety, low wages, and that the industry is male-dominated. These are just some of the challenges faced in attracting and retaining workers, particularly wāhine.

Maintaining a stable workforce across 12 months of the year remains a challenge for horticultural industries. Crop diversification and keeping more broadly-skilled workers on to do maintenance work are a key part of the local solutions. For some sub-contracting activities, a single employer (Te Rūnanga o Te Rarawa, Te Hiku Development Trust) now holds the employment relationships and is able to deploy staff across other sites.

## Overall action plan

• Ensure a sustainable and productive workforce with access to decent jobs with wrap-around pastoral care to awahi workers.

• To support the need for both lower-skilled and high-skilled workers in the horticulture sector, we must:

- Work with industry to manage multi-employer contracts (lower-skilled workers) to ensure a stable worker pipeline.
- Support development of programmes for degrees in horticultural science and rural leadership to encourage workforce and entrepreneur workforce skills.
- Increase access and enrolment in critical areas of education, e.g. Bachelor of Agricultural Science, Horticulture Science and Forestry Science.
- Encourage graduates of specialist and other subjects, e.g. IT, Engineering, Robotics into the sector.
- Increase enrollment beyond basic level 1-3 up into level 4-6 certificates and diploma qualifications.

Photo: Chris Williams



Infrastructure investment is required to support overall digital enablement and the creation of skills for economic development. Due to the region's geographic spread with low population density, it means that many households cannot access quality broadband for skills development or business purposes.



Photo: Chris Williams

## Overall action plan

- Support investment in digital, IT and technology to enable skills development and participation in 'future of work' industries such as ag-tech, green tech industries, advanced manufacturing tech (high value industries).
- Support the Future of Work by providing IT/digital skills training to communities, especially rural communities, to upskill and enable greater participation in digital training and business, keeping in view COVID-19 related disruptions.
- Increase access for digital and IT micro-credentials against the backdrop of a wider ranging population and geography with possible wrap-around support.
  - Understand and support opportunities for local training providers to extend modular training in specialised skills: data analytics, security, AI.
  - Consider training industry interest and the opportunity for provision of soft skills to complement specialist technical training.
- Identify pragmatic next steps within the wider environment of change that can be progressed regionally, giving reference to industry research findings and regional settings.
- Within the community of interest, support connection and collaboration to overcome limitations of small scale by:
  - Working with key industry employers to embed upskilling programmes.
  - Connecting with Government cadetship schemes and training graduates.
- Advocating for continued funding of Digital Training under the Free Trade Training scheme.
  - Actioning a digital workforce plan that will connect in with other regional strategies.
  - Connecting in with other regional strategies such as FNDC Nothing But Net, Northland Economic Action Plan Digital Enablement Strategy, as they develop.



Photo: Northland Inc

The visitor economy – especially the opportunity for Māori to tell their own stories, has been significantly impacted by COVID-19 and resulting border closures. Supporting businesses with sustainable workforce plans while upskilling the workforce is critical to the re-growth and future of the sector.



Photo: Northland Inc

### Overall action plan

- Support the workforce aspirations and actions as detailed in the Taitokerau Northland Destination Management Plan (TNDMP).
- Support sustainable skills development to enable a stable local workforce for the tourism sector with focus on:
  - sustainability,
  - service levels,
  - building on the region's cultural capability such as the rich Māori culture and the importance of Taitokerau Northland's place in the history of Aotearoa New Zealand.
- Support initiatives that raise the profile and positively impact the perceptions of Tourism as a viable career choice.

**He Tāngata –  
supporting skills  
and training  
opportunities to  
enable whānau  
aspirations,  
especially wāhine**

## Education and skills

### Labour market insights

Education and training are at the core of any effort to increase a country's productivity. In general, higher education achievement has been associated with better labour market outcomes and protection from unemployment. 37 per cent of people who are not employed have no qualifications, compared with 21 per cent of those who are employed. Conversely, 52 per cent of people in employment have level 4 certificates and above, compared with 37 per cent of people not in employment.<sup>51</sup>

At the recent Kahui Ako hui (2020), teachers noted that many students do not know what they want or need to study to enter a particular sector workforce. Students often do not see the relevance of a subject, notably the STEM (Science, Technology, Engineering, Maths) subjects, so do not elect to take them. To overcome this barrier local industry and employers are reaching out to schools and finding ways to engage with students - be it through presentations at schools especially targeting year 9 and 10 students, to enable them to select relevant subjects for their preferred sector, or through Gateway or Star programmes. Teachers have commented that targeting the subject teachers is as important as talking with the students, as teachers influence student's future employment choices. Involving the teachers ensures students have more options.



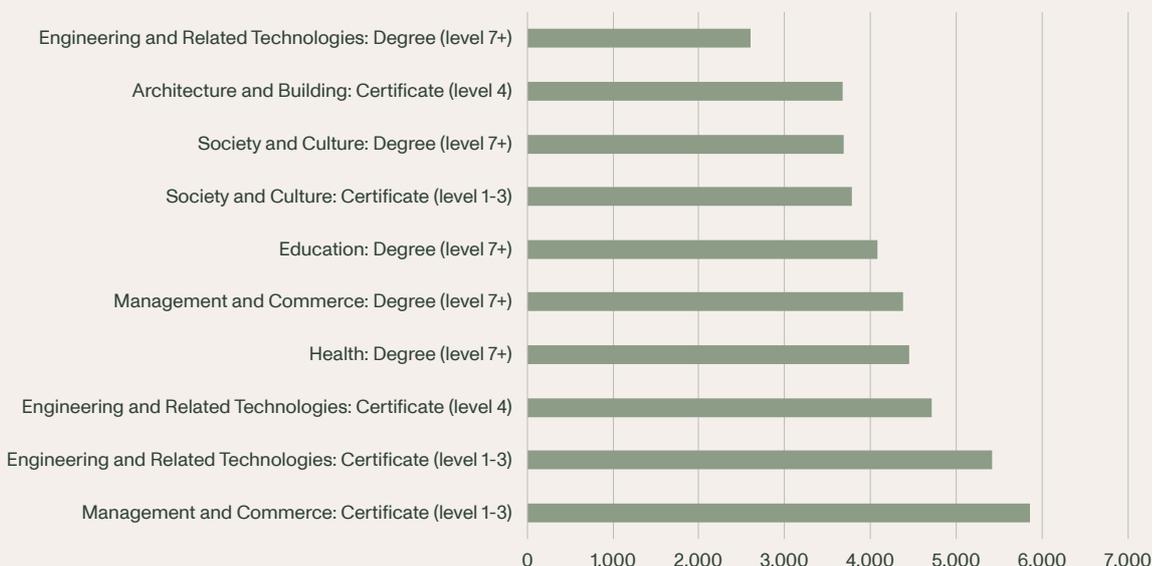
*Pastoral Care is critical. We are trying to look after trainees and employers – COVID-19 has impacted – the isolation is impacting our ability for training organisers to visit people.*

*Julian Blank, BCITO Whangārei*

Apprentices frequently experienced a lack of support while studying. Prior to COVID-19, many apprentices attended night courses or attended study blocks, however many have now moved online. This is not fully embraced by learners either due to access and connectivity issues, or as it does not support their preferred style of learning.

Student outcomes are rising but there is still room for improvement. Continuing to increase student achievement in Taitokerau especially within secondary and tertiary education is a priority. Action is focused on targeted efforts to support the most vulnerable tamariki and remove the persistent inequity in educational participation and achievement. It is important to build excellence into the system, embedding those practices that make a difference for Māori. This will maximise the impact for Māori, and ensure all Māori are present, safe and included in educational experiences, creating equitable provision of educational opportunities in both English and Māori-medium settings.

### Top Ten Qualifications in demand in Northland Region - 2021 Field of Study: Level



Source: Infometrics - Regional Skills Outlook Accessed - April 2022



**Education and training are at the core of any effort to increase a country's productivity.**

## Overall action plan

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-  Review the outcomes on raising learner achievement outlined in the Education Work Programme with a continuous focus on all learners, including Māori, and identify which actions are most relevant to our rohe, which outcomes are priorities, and what is missing that is specific to our rohe.

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  -  Champion education with industry/business interests to further better education pathways for our region's people.
    - Foster member networks, industry and business involvement in the localised curriculum initiative with the Ministry of Education E2E team to ensure that learning is relevant to our rohe.
    - Encourage support of the region's Trade Academies through industry support, and by taking students into apprenticeships so that students see connection in learning, while the ethnic, gender and socio-economic stereotypes around career paths are broken down; with a focus on girls, young women and wāhine.
    - Encourage industry, employers and industry bodies to assist teachers to develop context for learning through visits to the classroom and applied examples with an emphasis on secondary schools and maintaining enrolment in STEM subjects.

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  -  Support barrier free access to training opportunities regardless of where students live.

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  -  Showcase learnings and share with stakeholders the successful initiatives with strong pastoral care components that awhi successful transitions into the labour market e.g. Tupu and Smart Trade Solutions Ltd.
-

## Equitable and inclusive workforce

### Labour market insights

The importance of Māori in shaping the region's future is now more important than ever. The proportion of Māori in the Taitokerau population is increasing over time, from 31.7 percent at the 2006 census to 36 percent at the 2018 census. Māori also make up 52 percent of the child and youth population. A greater proportion of the population in Taitokerau speak Māori than New Zealand as a whole (9.9 percent versus 4 percent respectively). Māori will have a growing role to play in the future labour force, economy and in education and training for the region and relevant education, employment and workforce opportunities need to be in place to ensure a future enabled and future ready Māori workforce.

### Jobseeker Support Recipients Northland Region



Source: Infometrics, QEM. Accessed May 2022

There was a disproportionate impact on women in the region due to their over-representation in industries more impacted by COVID-19, including retail, tourism and hospitality. Historically Taitokerau makes a slower recovery from economic shocks, mostly recently from the Global Financial Crisis. This highlights the importance of a more resilient future workforce. Addressing these labour market challenges and supporting the workforce in to sustainable, equitable and inclusive employment will be key for the region to be productive and resilient.

**The importance of Māori in shaping the region's future is now more important than ever.**

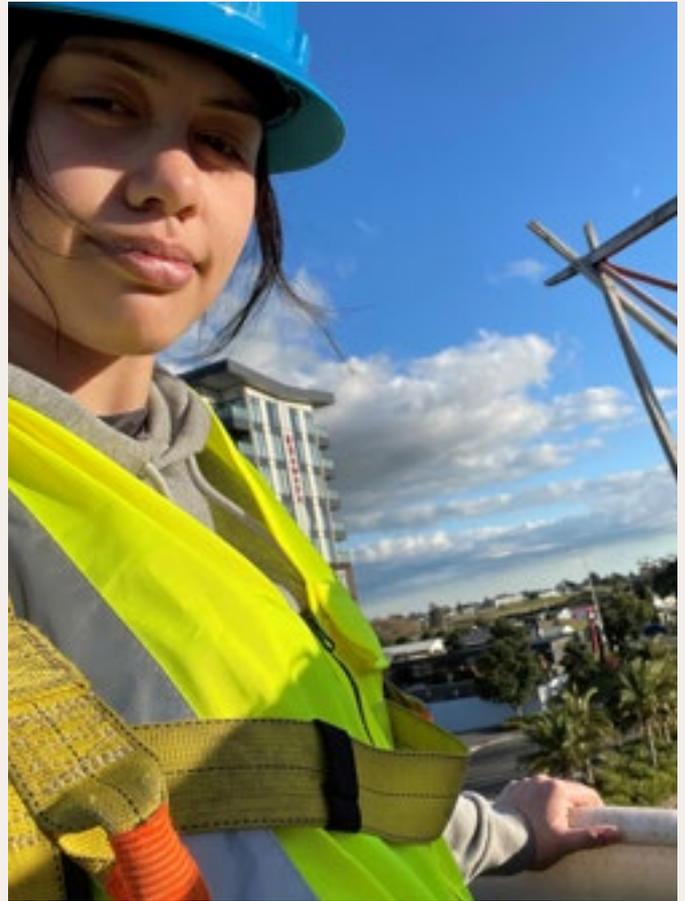


Photo: Te Matarau

### Overall action plan

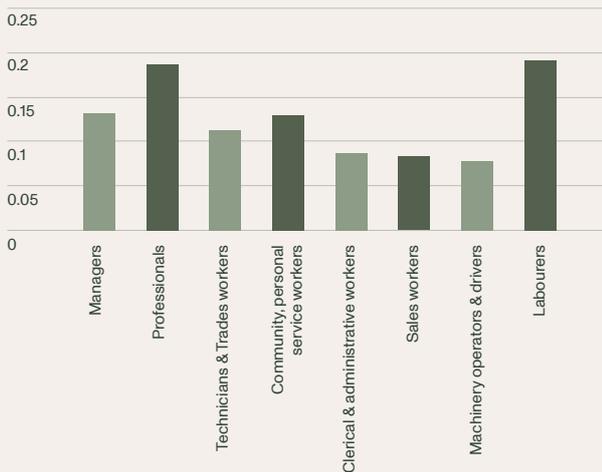
- Actively support and awahi Māori groups as they trial new procurement models with funders to provide services to their own people and support them into decent mahi that contributes to their wellbeing, their kaupapa and their whakapapa.
- Support iwi, Hapū and Māori led workforce development and upskilling initiatives by linking them to information and resources to accelerate these.
- Build stronger pathways and support for wāhine Māori entrepreneurs.
- Support whānau with health conditions or impairments to access skills and education and employment across the rohe.

## Our people and whanau

### Labour market insights

Challenges underpinning skills and the labour market go beyond the education system to wider socioeconomic issues: It is well understood that poverty can limit a person's ability to meet basic needs such as housing, transport, power, food and clothing. It can also be a barrier to accessing services like health, education and childcare and, when severe and persistent, poverty can lead to severe stress, stigma and exclusion, housing instability and transience which impact on wellbeing and a person's ability to engage with educational and employment opportunities (Child and youth wellbeing strategy, 2019). Ensuring that support and wrap around services are available to our people and whanau when needed is essential to build a resilient and thriving workforce.

### Māori in Northland Region



Source: Infometrics, RSO Accessed Feb 2022

Increasing the number of people, especially Māori, who are being trained and employed in decent jobs in more skilled and productive industries, is a priority if we are to build regional resilience and providing them with the right services is key to moving the region forward.

### Overall action plan

- Develop Mātauranga Māori based kanohi ki te kanohi job counselling service.
  - Pilot a model specifically to work for Taitokerau rural and remote areas.







Photo: Tony Foster, Ngā-toki-mata-whao-rua, c. 2010

## Waka Wairua

Taitokerau is where our ancestor Kupe and his crew made landfall aboard the *Matahourua* waka approximately 1000 year ago, at Te Hokianga-nui-a-Kupe. It is also the point from where he returned to Hawaiki setting Te Reinga as the place of departure for our wairua (spirits). From Te Reinga our wairua surface at Manawatāwhi before boarding their waka wairua back to Hawaiki.

When Kupe arrived back to his homeland in the Pacific, the *Matahourua* was readzed and renamed, *Ngā-toki-mata-whao-rua* before journeying back to Hokianga-nui-a-Kupe with the *Māmari* waka.

Waka in their many forms have shaped our spirit of continual connection, adaptation, and ultimately survival.



# Kīwaha | Kia tu kaha ai tatou, puta noa te ao

Stand connected with confidence and  
competence anywhere in the world

Action plan and roadmap

## Action plan and roadmap

The following tables break down the Group’s high-level action plan to move our rohe forward toward our aspirations for a more resilient workforce and sustainable economy.

As per the Mātauranga Māori Framework, the actions we have road-mapped address the challenges in the region including equity across health, housing and workforce resilience, while also activating those enablers of education and skills with awahi to support strong transitions of whānau into decent employment.

You can read the rationale for the inclusion, the key actions, times frames, expected outcomes and key stakeholders in the following sections.

REGIONAL ACTIONS	TIMEFRAME	EXPECTED OUTCOMES	KEY STAKEHOLDERS
<b>Te Taiao - Hauora Health and Communities</b>			
<p>Increase opportunities to grow a trained and sustainable workforce for the health and community support sector offering decent work where whānau cultural and heritage values are enabled and respected.</p> <p>Rationale:</p> <ul style="list-style-type: none"> <li>Decreasing talent pool with our people moving out of the region.</li> <li>Fastest ageing workforce.</li> <li>Large skills and jobs gaps based on labour market forecasts for the region.</li> <li>Lack of pay equity and valuing of the caring profession, especially health and communities workforce.</li> <li>Lack of pay equity between employers is impacting ability to retain workers in rural areas and causing urban drift away from region.</li> <li>Link with national health reforms and formation of Health NZ and the (HNZ) Māori Health Authority (MHA).</li> </ul>	<p>❖ <b>Reimagine Health Care in Taitokerau and improve the future skills pipeline for health care and communities’ workforce.</b></p> <ul style="list-style-type: none"> <li>Accelerate the development of Hauora programmes and pathways, particularly for Māori.</li> <li>Develop a centre of vocational excellence for Health (Nursing and Allied Health as a first focus) to support the drive for innovation using insights from the Māori Health Authority, Health NZ and Te Kahu O Taonui.</li> <li>Ensure Māori health leadership including iwi Māori delivery – especially rural areas.</li> </ul>	Short – Medium	<ul style="list-style-type: none"> <li>Taitamariki</li> <li>Hapū, Whānau</li> <li>Iwi Social Service Providers</li> <li>Toitū te Waiora WDC</li> <li>Northland DHB</li> <li>MSD</li> <li>NorthTec and other tertiary partners</li> <li>Training providers</li> <li>Taitokerau Regional Collaboration led by Te Kahu O Tainui and Taitokerau Wanaga with Taitimu Taipari</li> <li>Northland Intersectoral Forum</li> <li>Foundation North)</li> <li>Mahitahi Hauora</li> <li>E Tu</li> <li>First Union</li> <li>PSA (Public Service Association)</li> <li>NZNO (New Zealand Nurses Organisation)</li> </ul>
	<p>❖ <b>Broaden apprenticeship provision, participation and completion of Nursing (Registered and Enrolled) programs.</b></p> <ul style="list-style-type: none"> <li>Consider, adopt and action recommendations arising from the Pre-registration Nursing Pipeline Project that address Māori student nurses’ attrition rates. We will also establish a pathway to EN for those who exit Bachelor of Nursing programme; support and assist with ARC workforce planning including migration settings and nursing recruitment programme; and review clinical placement model (as a barrier to more training places).</li> <li>Support and expand (if successful) the Kaimahi to Enrolled Nurse apprenticeship model currently being piloted and supported by Mahitahi Hauora, AUT and Te Pūkenga, and supporting Māori Kaimahi to become enrolled nurses and work for their local health providers within their areas of domicile</li> <li>Endorse alignment and career staircasing across all health roles.</li> <li>Support options to allow “step on, step off” studying while being able to work in the sector at their current qualification level.</li> </ul>	Short – Medium	
	<p>❖ <b>Meet the skills needs of our region and employers, especially in Kāiāwhina roles.</b></p> <ul style="list-style-type: none"> <li>Identify local workforce challenges and drivers to attract younger workers towards Kāiāwhina roles.</li> <li>Ensure employers and agencies agree to provide decent working conditions, e.g. address employer pay equity, cover employee costs on the job; support individual development plans; and better working conditions to enhance workforce attraction and participation.</li> <li>Acknowledge prior learning and highlight career pathways for taitamariki who have undertaken whānau care of kuia and kaumatua under a Kaupapa Māori framework that is developed in conjunction with local hapū.</li> </ul>	Medium	

## Te Taiao - Resilient Workforce and Enabled Whānau

Increase opportunities to enable a more resilient and productive workforce through partnerships with Hapū Māori and industry leaders.

Rationale:

- Māori, youth and women were disproportionately impacted in terms of employment and education by COVID-19 with this segment unable to access productive work and/or education opportunities due to economic challenges.

- ❖ **Support workforce recommendations from Te Mahere Whai Mahi Māori – Māori Employment Action Plan.**
  - Ensure support and build resilience for Māori businesses.
  - Support organisations working with businesses who encourage and grow their Māori workforce, especially wāhine and taitamariki.
- ❖ **Actively support increased collaboration and partnerships between Community and Industry for developing a resilient workforce.**
  - Actively support community led initiatives and the organisations that support them to awahi community capability and develop a whānau workforce.
  - Work with organisations that support business growth, e.g. Chamber of Commerce and Northland Inc under the business mentor programme, to support entrepreneurship workforce development.

Medium – Long

Short – Medium

- Develop a more resilient workforce in times of economic disruption.
- Increase participation of a Māori workforce in local community programmes.
- Increase number of whānau, entrepreneurs and wāhine in employment and self-employment.

- Hapū
- Te Hiku Iwi Development Trust
- Te Pai Roa Tika
- Amotai
- Ngāwhā Innovation and Enterprise Park
- Northland Inc
- Industry
- MSD
- MBIE
- TPK
- North Chamber

## Te Taiao - Responding to Climate Change and Green Skills Development

Develop a robust understanding of workforce impacts due to climate change and how to support the transition towards green skills based on pae tata and pae tawhiti.

Rationale:

- Looking at the spread of talent around the region and within the core and backbone sectors through the lens of green skills, we can see clearly that the demand for green talent and green skills is outpacing supply.
- To fill the labour market gap, we need to shift talent towards green skills, through a targeted sector approach towards greener jobs, using skills to identify jobs with the highest ability to turn sectors green.
- Kaitiakitanga - Protecting our Taonga.

- ❖ **Champion green skills and prepare the workforce for the green transition owing to climate change impacts due to the Zero Carbon amendment to the Climate Change Response Act in 2019 through skills assessments, Emissions Reduction Plan and National Adaptation Plan.**
  - Undertake a comprehensive sector by sector analysis through the lens of green skills, to determine the potential green skills required by industry based on demand for green talent which will in turn be based on national policy commitments for the region i.e. the proposed Renewable Energy Zone pilot as an opportunity for Taitokerau to transition to increased green energy generation.
  - Support the Māori workforce to identify the critical green skills required initially in the primary sector (forestry) that align with their kaupapa and whenua values, to enable a regenerative, sustainable and circular economy model.
  - Develop a targeted approach to progressively focus on green upskilling and reskilling communities with a devolved energy generation approach (solar energy related skills) across the region. Also capitalising on investments made in Ngāwhā Innovation and Enterprise Park.
  - Support existing workforce from exiting industries, with cross council collaboration, to transition to more sustainable future industries such as green hydrogen, solar, wind and water, energy waves and potentially biofuels, e.g. Refining NZ.

Medium – Long

Short – Medium

Medium – Long

Short – Medium

- Improved awareness of career opportunities and green skills required for the transition towards climate change adaptation for our region's workforce, especially Taitamariki, and Māori workforce.
- Develop an approach with key economic stakeholders in our region (policymakers and business leaders) outlining the needs of the workforce and what skills are required to shift talent and growth towards a green skilled workforce.
- Increase in a readily trained workforce with green skills in the region to enable environmentally sustainable economic activities.

- Climate adaptation team and at MBIE and specialist teams
- Kānoa for sectors
- Ngāwhā Innovation and Enterprise Park
- Te Hiku
- Hapū
- Callaghan Innovation
- Te Pūkenga NorthTec
- Whangārei District Council
- Far North District Council
- Northland Regional Council
- Kaipara District Council
- Amotai



## Mātauranga - Construction and Infrastructure

Grow construction and infrastructure workforce and skills to meet forecast industry needs with a focus on the housing workforce.

Rationale:

- Taitokerau needs 4,500 houses to address the shortage of housing.
- Kainga Ora plan to deliver against its commitments under the public housing plan.
- Kainga Ora have changed their contracting model for Taitokerau to enable more local businesses to tender.

❖ **Amplify initiatives to attract taitamariki into the industry** including though subject choices that support these pathways working with Te Pūkenga to ensure subjects are available to learners across the rohe.

❖ **Continue to tailor and grow vocational training** to meet the construction and infrastructure needs of employers and communities, including those remote communities, e.g. key shortages include:

- HT licences.
- Project planners.
- Resource consent.

❖ **Support Iwi-hapū led workforce development** in line with social procurement for government investment in housing and infrastructure, e.g. Nga Puna Wai Ora.

❖ **Showcase successful examples (for example, Kainga Ora initiatives and Waka Kotahi Council led shovel ready projects) where social procurement has:**

- increased supplier equity and upskilling, and
- provided more contracts for local businesses.

Short

Medium – Long

Short

Medium – Long

• Create more housing in the region.

• Create larger pool of skilled workers for the pipeline.

• Increase in number of Māori owned businesses in the sector.

• Increase in contracts being awarded to local contractors.

- Waihangā Ara Rau
- Hapū
- MSD
- TPK
- NorthTec
- BCITO
- MPI
- Ngāwhā Innovation and Enterprise Park
- Northland Transport Alliance
- Kainga Ora
- Amotai
- Te Hiku Iwi Development Trust

## Mātauranga – Future of Work – IT/Digital

Rationale:

Infrastructure investment is required to support overall digital enablement and skills training for economic development. Due to the region's geographic spread and low population density, many households cannot access quality broadband for skills development or business purposes

❖ **Support investment in digital, IT and technology to enable skills development and participation in 'future of work' industries** such as ag-tech, green tech industries, advanced manufacturing tech (high value industries).

❖ **Support the Future of Work by providing IT/digital skills training to communities, especially rural communities,** to upskill and enable greater participation in digital training and business, keeping in view COVID-19 -related disruptions.

- Increase access for digital and IT microcredentials against the backdrop of a wider ranging population and geography with possible wrap-around support.
- Understand and support opportunities for local training providers to extend modular training in specialised skills such as data analytics, security, AI.
- Consider training our people in industry interests and the opportunity for provision of soft skills to complement specialist technical training.

❖ **Identify pragmatic next steps within the wider environment of change** that can be progressed regionally giving reference to industry research findings and regional settings.

❖ **Within the community of interest, support connection and collaboration to overcome limitations of small scale, e.g.:**

- Work with key industry employers to embed upskilling programmes.
- Connect with Government cadetship schemes and training graduates.

❖ **Advocate for continued funding of Digital Training under the Free Trade Training scheme.**

❖ **A digital workforce plan will connect in with other regional strategies** such as FNDC (Nothing But Net), Northland Economic Action Plan Digital Enablement Strategy, as they develop.

Medium – Long

Medium – Long

Short

• Increase in uptake of digital skills in the region.

• Increase in micro-credentials for digital skills.

- Northland Inc
- TTNEAP Group
- Te Puni Kōkiri
- Amotai
- Ngāwhā Innovation and Enterprise Park

## Mātauranga – Primary Industry (Hort, Forestry, Ag)

<p>Rationale:</p> <ul style="list-style-type: none"> <li>• Third largest employer in the region.</li> <li>• Significant economic contributor and largest exports for the region.</li> <li>• Increasing local employment and investment in horticulture (including kiwifruit, avocados and blueberries).</li> <li>• Opportunities for the region with advances in agritech, robotics etc. and adaptation for climate change (circular economy).</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Ensure a sustainable and productive workforce with access to decent jobs with wrap-around pastoral care to awahi workers.</b></li> </ul>	Short	<ul style="list-style-type: none"> <li>• Increased seasonal worker wellbeing.</li> <li>• Increased higher level skills across the sector.</li> <li>• Improved on-farm productivity.</li> <li>• Increased employment sustainability and reduced churn of workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Tupu Project</li> <li>• Ngati Hine Forestry Trust</li> <li>• Hapū Iwi</li> <li>• MPI</li> <li>• NorthTec</li> <li>• Muka Tanga WDC</li> <li>• Training providers</li> <li>• First Union</li> <li>• Ngāwhā Innovation and Enterprise Park</li> </ul>
	<ul style="list-style-type: none"> <li>❖ <b>Support the need for both lower-skilled and higher-skilled workers in the horticulture sector:</b></li> <li>• Work with industry to manage multi-employer contracts (lower-skilled workers) to ensure a stable worker pipeline.</li> <li>• Support development of programmes for degrees in horticultural science and rural leadership to encourage workforce and develop entrepreneurial skills in the workforce.</li> <li>• Increase access and enrolment in critical areas of education, e.g.</li> <li>• Bachelor of Agricultural Science, Horticulture Science and Forestry Science.</li> <li>• Encourage graduates of specialist and other subjects, e.g. IT, Engineering, Robotics into the sector.</li> <li>• Increase enrolment beyond basic level 1-3 up into level 4-6 certificates and diploma qualifications.</li> </ul>	Medium		
	<ul style="list-style-type: none"> <li>❖ <b>Support sustainable and green forestry R&amp;D that is underpinned by region's kaitiaki role, e.g. native species as an alternative to exotic plantings.</b></li> <li>❖ <b>Identify skills required for future agriculture workforce development.</b></li> </ul>	Medium		

## Mātauranga – Destination Management and Tourism

<p>Rationale:</p> <ul style="list-style-type: none"> <li>• The visitor economy - especially the opportunity for Māori to tell their own stories, has been significantly impacted by COVID-19 and resulting border closures. Supporting businesses in this sector with sustainable workforce plans while upskilling the workforce is critical to the re-growth and future of the sector.</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Support the workforce aspirations and actions as detailed in the Taitokerau Northland Destination Management Plan (TNDMP).</b></li> </ul>	Short	<ul style="list-style-type: none"> <li>• Increase worker wellbeing.</li> <li>• Create a larger talent pool of workers in the region.</li> <li>• Increase skills and service levels of current and future workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Northland Inc (as the Regional Tourism Organisation)</li> <li>• Taitokerau Northland Destination Management Plan partners and Leadership Advisory Group</li> <li>• QRC Training</li> <li>• Hapū</li> <li>• Training providers</li> </ul>
	<ul style="list-style-type: none"> <li>❖ <b>Support sustainable skills development to enable a stable local workforce for the tourism sector with focus on:</b></li> <li>• sustainability,</li> <li>• service levels,</li> <li>• building on the region's cultural capability such as the rich Māori culture and the importance of Ta Tokerau Northland's place in the history of Aotearoa New Zealand.</li> </ul>	Medium		
	<ul style="list-style-type: none"> <li>❖ <b>Support initiatives that raise the profile, and positively impact the perceptions, of Tourism as a viable career choice.</b></li> </ul>	Medium		

## He Tāngata – Education and Skills

Increase student achievement within the secondary and tertiary Education Sector to allow for a sustainable workforce pipeline.

Rationale:

- There are gaps between Māori and non-Māori student's levels of academic achievement
- There are some 'best practise' models emerging, offering an opportunity to share what works for Māori and to build capability across the sector.
- All learners/ākonga deserve safe and nurturing educational experiences

❖ **Review the outcomes on raising learner achievement outlined in the Education Work Programme with a continuous focus on all learners, including Māori, and identify which actions are most relevant for our rohe, which outcomes are priorities, and what is missing that is specific to our rohe.**

❖ **Champion education and with industry/business interests to further better education pathways for our region's people.**

- Foster member networks, and industry and business involvement in the localised curriculum initiative with the Ministry of Education E2E team to ensure that learning is relevant to our region.
  - Encourage support of the region's Trade Academies through industry support, and by taking students into apprenticeships so that students see connection in learning, while the ethnic, gender and socio-economic stereotypes around career paths are broken down; with a focus on girls and young women and wāhine.
- Aid employers and industry bodies to visit classrooms and assist teachers develop learning context through applied examples, with an emphasis on secondary schools and maintaining enrolment in STEM subjects.
  - Collaborate with Workforce Development Councils to develop a programme to recognise prior learning and lived experience for the existing workforce.
  - Highlight the education to employment transition challenges and the role for Hapū iwi and community to ensure cohesion and joined efforts for workforce enablement (Wiremu and Santos case study in RWP Y9).

❖ **Support barrier free access to training opportunities regardless of where students live.**

Short – Medium

Short – Medium

Short – Medium

• Improved awareness of career opportunities and different health care career options amongst job seekers, especially Taitamariki, and Māori workforce.

• Develop the current workforce through upskilling and cultural competency development.

- Taitamariki
- Hapū, Whānau
- Ngāwhā Innovation and Enterprise Park
- Education Ministry
- Education 2 Employment Group
- Workforce Development Councils
- NorthTec
- Private Training Providers
- Education providers
- MSD

## He Tāngata – Equitable and Inclusive Workforce

Support equitable and inclusive access to education and skills development system that is future-focused, digitally-enabled and proven to raise the skill level, education achievement, and engagement levels, in terms of growth and productivity, especially of Māori, as an economic priority for the region.

Rationale:

- Māori, youth and women were disproportionately impacted in terms of employment and education by COVID-19 with this segment unable to access productive work and/or education opportunities due to economic challenges.
- Another group of whānau impacted are those with health conditions or impairments.
- Key barrier to skills and employment is lack of driver's licenses, which is especially the case for taitamariki.

❖ **Actively support and awahi hapū Māori groups as they trial new procurement models with funders to provide services to their own people and support them into decent mahi that contributes to their wellbeing, their kaupapa and their whakapapa.**

❖ **Support iwi, Hapū and Māori led workforce development and upskilling initiatives** by providing them with information and resources to accelerate these.

❖ **Build stronger career pathways** and support for wāhine Māori entrepreneurs.

❖ **Support whānau with health conditions** or impairments to access skills and education and employment across the rohe.

Short

Short

Medium – Long

Short – Medium

• Support a more resilient workforce in times of economic disruption.

• Increase participation of Māori workforce in local community programmes.

• Increase number of whānau, entrepreneurs and wāhine in decent sustainable employment.

- Te Kahu o Taunui
- Hapū
- Te Hiku Iwi Development Trust
- Te Pai Roa Tika
- Amotai
- Northland Inc
- Industry
- TPK
- MSD
- MBIE
- TEC
- Waka Kotahi
- Ngāwhā Innovation and Enterprise Park

**He Tāngata – Our People and Whānau**

Increase the number of people, especially Māori, training and working across the labour market with equitable access to training, and wrap-around transitions on clear career pathways for wāhine across the rohe. Support workers, especially Māori, in accessing a greater share of decent employment in more skilled and productive industries.

Rationale:

- Māori, youth and women were disproportionately impacted in terms of employment and education by COVID-19.
- Accelerate education achievement across the rohe.

❖ **Develop Mātauranga Māori based kanohi ki te kanohi job counselling service.**

- Pilot a model specifically to work for Taitokerau rural and remote areas.

Medium – Long

- Support a more resilient workforce in times of economic disruption.
- Increase participation of Māori workforce in local community programmes.
- Increase number of whānau, entrepreneurs and wāhine in employment.
- Increased sustainability and reduced churn in the workforce.

- Hapū
- Industry
- Agencies including MSD, Waka kotahi
- Māori community and business advisory services
- Ngāwhā Innovation and Enterprise Park
- Amotai



Photo: Whangarei District Council

## RWP monitoring framework

This framework is designed to provide RSLGs with updates and information on progress with Regional Workforce Plan implementation, so that Groups have the information they need to monitor, review and guide activity. The monitoring cycle includes high level updates at RSLG monthly meetings, quarterly strategic/focus area reviews (agreed through the business plan), and an annual report covering plan implementation. \*

MONITORING/ FREQUENCY	RWP MONITORING LEVEL	KEY STAKEHOLDERS
<p><b>Annual RWP report</b></p> <p>(Aligned to RLSG business plan programme)</p>	<p><b>Annual RWP implementation report (in line with Minister's Letter of Expectation areas):</b></p> <ol style="list-style-type: none"> <li>1. Work with key stakeholders across the region and sub-regions, to identify patterns, trends and priorities for business and labour market development, including workforce development needs now and, in the future.</li> <li>2. Identify and coordinate local actions that can address workforce development needs and improve employment and career opportunities for people in the region.</li> <li>3. Grow partnerships with Iwi/Māori to understand and support their goals and aspirations, to have a more confident, co-ordinated labour market view, that supports Te Ao Māori and reflects the Government's commitment to Te Tiriti o Waitangi.</li> <li>4. Use insights to influence the decision-making of local employers, workers, councils, government agencies, economic development agencies, learners and jobseekers through improved information provision and planning capability.</li> </ol> <p><i>(Minister's Letter of Expectations to RSLGs, 2021)</i></p>	<p><b>Shared workforce and skills narrative/priorities:</b></p> <ul style="list-style-type: none"> <li>• Canvassing regional partners (Iwi/Māori), stakeholders (industry, employers, local and central government), delivery partners to understand awareness, information, relevance, levels of engagement.</li> </ul> <p><b>Progress on local action implementation:</b></p> <ul style="list-style-type: none"> <li>• Shared initiatives including co-design, projects, collaborations.</li> <li>• Workforce and skills development metrics aligned to actions.</li> </ul> <p><b>Approach and supporting partnership activity:</b></p> <ul style="list-style-type: none"> <li>• Input from Iwi/Māori including reflections on engagement.</li> <li>• Includes updates on action aligned with Te Mahere Whai Mahi Māori (Māori Employment Action Plan).</li> </ul> <p><b>Influencing decision making:</b></p> <ul style="list-style-type: none"> <li>• Monitoring of investment and programming decisions (regional and national) against RWP priorities and actions.</li> <li>• Relevant metrics (potentially survey as above) for employers, workers, councils, government agencies, learners/providers and jobseekers.</li> </ul>
<p><b>Quarterly Local Insight Reports</b></p>	<p><b>Quarterly monitoring of RWP thematic/priority areas (often chapters):</b></p> <ul style="list-style-type: none"> <li>• Monitoring of focus areas (industry, population, etc.) at thematic and action level, as agreed through Business Plan programme.</li> </ul>	<ul style="list-style-type: none"> <li>• RSLG members leading on strategic areas direct reporting form, working with MBIE secretariat and wider regional delivery partners.</li> </ul>
<p><b>Monthly At RSLG meetings</b></p>	<p><b>Monthly monitoring updates at RSLG meetings including:</b></p> <ul style="list-style-type: none"> <li>• RSLG Business Plan on a Page status report.</li> <li>• Actions register updates including RAG status.</li> </ul>	<p>To be developed by co-chairs for groups with secretariat support i.e.:</p> <ul style="list-style-type: none"> <li>• Business Plan on a Page status report (thematic/chapter level)?</li> <li>• Actions register that provides a real time overview of RWP implementation (including priority level, status, partners etc.).</li> </ul>

\* Note that MBIE's RSLG national secretariat team will commission independent monitoring and evaluation of the national RSLG programme, in line with the Ministry's best practice requirements.

## Membership and engagement

### Insights from engagement and how they relate to the evidence and aspirations of the Group.

The voices from Taitokerau have been loud.

- “Yes, we are restating long standing issues again - but these still matter! Our freshness is contained in the actions which gives a way forward to which the partners are already committed? [sic] Doing nothing is a bigger risk than doing something!” - Harry Burkhardt, Te Purunga ki Te Raki hui January 2022.
- “To address the current gaps in the Taitokerau workforce for a Regional Workforce Plan we need to avoid the mistakes of low regional pay rates of the past and remedy the consequences. Our younger whānau within our communities have said they prefer employment opportunities where they can earn and learn at the same time and the reasons are obvious, but the genuine opportunities are still too few.” - Annie Totill Te Purunga, ki Te Raki member. Interview April 2022.

### Te Purunga ki Te Raki members include:



**Harry Burkhardt**  
Chair  
Te Kahu o Taonui



**Toa Faneva**  
Executive Director  
Te Pūkenga, Taitokerau Wānanga



**Carol Berghan**  
Chief Executive  
Te Hiku Iwi Development Trust



**Lindsay Faithfull**  
Managing Director  
McKay



**Eru Lyndon**  
Regional Public Service  
Commissioner



**Sheryl Mai**  
Whangārei Mayor  
2013 - 2022



**Stuart McDonald**  
General Manager  
People and Culture  
McKay



**Edward Miller**  
Researcher and Policy Analyst  
First Union



**Tiare (Deidre) Otene**  
Director Management Consulting  
KPMG



**Steve Smith**  
Chief Executive  
The Chamber of Commerce and  
Industry Northland



**Pita Tipene**  
Secretary General  
Ngāti Hine Trust



**Annie Tothill**  
Organiser  
E Tū Union

## Engagement summary with key stakeholders and partners

Many people and organisations have contributed to this plan and the consultation remains ongoing. The members wish to acknowledge and thank those who have answered the call to action.

1. Access Limited
2. Amotai
3. BCITO Building and Construction Industry Training Organisation
4. Careerforce
5. Claude Switzer Residential Care
6. Department of Conservation
7. Far North District Council
8. Geneva Health
9. Hanga Aro Rau
10. He Puke Tangata
11. Hokianga Hauora
12. Home Support North
13. HortNZ
14. Kaihoe Officials Group
15. Kainga Ora
16. Kaipara Community Health Trust
17. Kaipara District Council
18. Kānoa
19. Kerikeri Retirement Village
20. Māori health providers
21. Maungatapere Berries
22. Mayoral Forum
23. McKay Electrical
24. Ministry of Education
25. Ministry of Social Development
26. Ngati Hine Forestry Trust
27. Ngati Rehia
28. Ngāwhā Innovation and Enterprise Park
29. NIF Intersectorial Forum
30. North Chamber
31. North Drill Limited
32. NorthAble
33. Northland District Health Board
34. Northland Inc
35. Northland Regional Council
36. NorthTec
37. Smart Trades Limited
38. T&G Global
39. Taitokerau Council CEOs Forum
40. Taitokerau Northland Economic Action Plan group
41. Taitimu Taipari
42. Te Hauora o Ngāpuhi
43. Te Hiku Hauora
44. Te Hiku Iwi Development Trust
45. Te Kahu o Taonui
46. Te Pae Roa Tika
47. Te Puni Kōkiri
48. Tertiary Education Commission
49. Toi Te Waiora
50. Toitu Te Waiora
51. United Civil Construction
52. Waihanga Ara Rau
53. Whakawhiti Ora Pae
54. Whangārei District Council
55. Whāngarei Girls High School
56. Work Ready Limited

### List of Acronyms

- BCITO – Building and Construction Industry Training Organisation
- CCNZ – Civil Contractors New Zealand
- EAP – Employment Action Plan
- ERLG – Economic Recovery Leadership Group
- GDP – Gross Domestic Product
- ICT – Information and Communications Technology
- ITP – Industry Transformation Plan
- MBIE – Ministry of Business, Innovation and Employment
- MoE – Ministry of Education
- MSD – Ministry of Social Development
- NAP – National Adaptation Plan
- NEET – Not in Employment Education or Training
- RSLG – Regional Skills Leadership Groups
- RWP – Regional Workforce Plan
- STEM – Science, Technology, Engineering Maths
- TEC – Tertiary Education Commission
- TPK – Te Puni Kokiri
- WDC – Workforce Development Council

## End notes

- 1 Te Purunga ki Te Raki membership Mātauranga Māori Framework PDF (to be provided).
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- 20 Ibid
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Te Purunga ki Te Raki  
**REGIONAL SKILLS  
LEADERSHIP GROUP.**

Website:  
[www.mbie.govt.nz/tai-tokerau-rslg](http://www.mbie.govt.nz/tai-tokerau-rslg)

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