




**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

DRAFT - IN CONFIDENCE



Cross-agency response to the Regional Skills Leadership Groups' first Regional Workforce Plans

DRAFT

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Foreword

To come from Minister Sepuloni

Introduction

In mid-2022, Regional Skills Leadership Groups (RSLGs) launched their inaugural Regional Workforce Plans (RWPs).¹ In 2020, the then Labour Market Ministers agreed that the Ministry of Business, Innovation and Employment (MBIE) would take the lead on delivering a theme-based cross-agency response to the RWPs within six months of their launch.

RSLGs identify and support better ways of meeting future skills and workforce needs in our regions and cities

RSLGs are part of a joined-up approach to regional labour market planning, designed to see our workforce, welfare, education and immigration systems working together, alongside demand-side actors, to better meet labour force needs across the country. The 2019 Welfare Expert Advisory Group's report, [Whakamana Tāngata](#), recommended establishing RSLGs to improve coordination across regional labour market participants.

As outlined in the 2022/23 letter of expectations from the Minister for Social Development and Employment to RSLG co-chairs, the core role of RSLGs is to:

- **inform** local labour market actors by providing insight on current and future market conditions and skills needs gained from regional engagement and analysis
- guide and coordinate local actors to **shape** regional solutions to meet regional labour market needs, and
- **influence** government decision makers by identifying regional priorities, for example in vocational education and training provision, and by providing regional insight on labour market challenges and opportunities.

RSLGs form part of the Reform of Vocational Education (RoVE) to create a strong, unified, sustainable vocational education system fit for the future. They provide advice about the skills needs of their regions to the Tertiary Education Commission (TEC), Workforce Development Councils (WDCs) and local vocational education providers. RSLGs are key to building an understanding of the evolving RoVE landscape, particularly as components of RoVE begin to mature and solidify their place in system-wide changes.

The systems approach discussed throughout this response incorporates the Employment, Education and Training (EET) Ministers Group², who discuss and make decisions on central government agency work programmes that impact the EET system. The EET process is supported by officials from agencies relevant to EET portfolios.

RSLGs' regional leadership contributes to a joined-up approach to regional workforce planning

RSLGs play an important regional leadership role by forming genuine partnerships with their local stakeholders to address regional challenges. RSLG members bring expertise from the private and community sectors, as well as iwi/hapū/Māori knowledge. RSLGs' power is in combining this knowledge with the support of central government agency functions and expertise.

¹ The Tai Tokerau RWP was released on 1 November 2022.

² EET Ministers include the Minister of Education, Minister for Social Development and Employment, Minister of Finance, Minister of Agriculture, Minister for Economic and Regional Development, Minister of Tourism, Minister of Immigration, Minister of Workplace Relations and Safety, Minister of Transport, Minister for Māori Development, and the Minister for Women.

The delivery of RWPs in mid-2022 marks a significant milestone for RSLGs and provides a powerful opportunity to align with government agencies for regional workforce and skills planning and development. The plans have been well received locally and progress is already underway on regional actions.

While focusing on regional solutions for regional problems, RWPs also highlight national issues within the remit of central government agencies. Central government agencies³ welcome the opportunity to respond to the cross-cutting themes raised in RWPs, and to consider how RSLGs and central government agencies can work together to implement the plans and refresh them for the future.

The response themes are based on issues raised across multiple RWPs

This response addresses the themes raised across the 15 RWPs rather than the 350 plus actions proposed across the plans. The themes-based approach allows us to consider the cross-cutting issues identified in multiple RWPs.

Each theme is addressed in a separate section of this response, although the content is interlinked. The themes are:

- Better coordination of workforce and skills planning
- Sustainable, decent and inclusive employment
- Kia eke te ahumahi Māori – Māori workforce and industry success
- Rangatahi transitions from education to further training and employment, and
- Overcoming barriers to accessing education and employment.

Central government agencies recognise the importance of the themes, many of which are complex and long-standing.

While the themes in this response are relevant across Aotearoa, the RWPs demonstrate that they affect regions differently. Central government agencies acknowledge the need for regionally-tailored solutions to specific regional challenges.

The response does not address issues relating to specific sectors due to the variety of priority sectors across regions. Feedback from RSLG co-chairs during the development of the response, however, noted that there is particular interest from RSLGs in health workforce issues. MBIE officials are pursuing ways for RSLGs to connect with relevant agencies, such as the session organised for RSLG co-chairs with Te Whatu Ora and Te Aka Whai Ora in December 2022 to discuss and understand the regional infrastructure and delivery within the health workforce space.

Te ao Māori is considered throughout the response

The response's consideration of te ao Māori reflects the importance of Te Tiriti o Waitangi and He Whakaputanga to both the Crown and RSLGs. RSLGs promote the voice of Māori through their co-governance model and regional relationships. Conversations about optimising regional labour markets include perspectives from hapū, iwi and Māori as they articulate what is needed to manifest their rangatiratanga as workers, employers and key actors within regional economies.

This is fundamental to the Crown's kāwanatanga role as Te Tiriti partner. Understanding the needs and aspirations of Māori enables Government to respond by supporting the creation of the right conditions in regions to support rangatiratanga.

³ Government agencies covers those with a national and regional presence.

Te Rōpū Whaiti – the RSLG co-chairs rōpū who whakapapa Māori – met with Minister Sepuloni in April 2022 and identified four priority areas, then reviewed the RWP actions and noted that one third have an explicit te ao Māori perspective. The four priority areas are:

- **Mā te Māori, Mō te Māori** – challenges for Māori are best addressed through a Mā te Māori, Mō te Māori (by Māori, for Māori) approach
- **Rangatahi** – for rangatahi, Māoritanga must be acknowledged in their workforce participation
- **Addressing funding coordination failures** – exploring how the co-chair regional intelligence can support agencies to enable the expansion of effective local initiatives, and
- **Correcting disparities** – underpinning these priorities is an effort to correct disparities for Māori through education success, decent wages, and fulfilling employment.

The actions from the RWPs provide a clearer understanding of what Māori workers and employers need in order achieve their aspirations or to be self-actualising. Working together with hapū and iwi demonstrates what is needed for Māori authorities to be self-managing and empowered actors within the labour market. Underpinning this active partnership with hapū and iwi is the common goal to work toward Ōritetanga or quality participation achieved through Te Tiriti partnership.

Some central government agencies are responding directly to RSLGs

Some central government agencies intend to respond directly to RSLGs on specific actions relating to their work programmes. For example, the TEC provided individual responses to RSLGs in October 2022 with feedback on the actions in each RWP. Te Pūkenga has also outlined that it intends to provide an individual response to the RWPs.

The TEC response to RSLGs also provided information to clarify the emerging roles of RoVE actors and distinguish the remit of actors within the vocational education and training (VET) system. For example, the response outlined what the TEC can impact directly through investment versus changes requiring upfront work with other groups such as the WDCs. It provided information on how TEC investment priorities are used and what does or does not qualify for investment funding. Therefore, VET-related issues are not addressed in this response as they have already been addressed more fulsomely by the TEC than is possible here.

There is clear alignment between the themes raised in RWPs and central government agency priorities

The labour market and workforce planning ecosystem encompasses a broad suite of initiatives, involving multiple agencies at both a national and a regional level. Given this complexity, alignment is particularly important. It is encouraging to see the alignment between the themes raised in the plans and the current and future work programmes of central government agencies. Many RWPs include actions that are aligned to central government agency activities, and some RSLGs are already seeking to leverage agency activity in their regions.

This response provides information on agency activity that may not yet be on some RSLG radars. One of the key purposes of this response is to raise awareness of central government agency work that helps to advance RSLG goals. Some of this information is contained in the body of the response. More information on relevant programmes is provided in **Annex One**.

This response is an opportunity to clarify how central government agencies and RSLGs can work together to achieve shared goals...

Central government agencies have different levels of familiarity with RSLGs and their role. This is often dependent on the extent to which each agency is connected to labour market planning. Another key purpose of this response is to clarify how central government agencies and RSLGs can work together to achieve their shared goals, particularly in a context where central government agency work programmes are already determined by delivery commitments to Ministers.

RSLGs are already working closely with agencies in their regions, including senior regional officials, such as Ministry of Social Development (MSD) Regional Commissioners or Ministry of Education (MoE) Directors of Education. Agency collaboration is supported by Regional Public Service Commissioners (RPSCs), who sit as members of RSLGs. Officials from government agency regional offices attend many RSLG meetings, and several RSLGs have asked their MBIE secretariat to establish officials' groups to ensure central government agency information and programmes are informed by, and support the work of, RSLGs.

A wider group of government officials from regional offices were part of the consultation for the development of RWPs. RSLGs are already working with agencies at a regional level to progress those actions.

RSLGs' roles have been set out in both the Terms of Reference and the annual letter of expectations from the Minister for Social Development and Employment. However, the ways in which central government agencies (outside the RoVE process) can work with RSLGs have been less clear. RSLGs can share regional insights and views with central government agencies; however, this may not necessarily influence policy development in certain areas, such as immigration.

This response looks to establish some clarity on how RSLGs and central government agencies can collaborate going forward, with the refresh of the current RWPs and development of future RWPs in mind.

...and create stronger connections across the 26 organisations involved in the development of this response

MBIE officials have led the development of this response, bringing together the views of 26 national organisations: 17 central government agencies, two crown entities, the six WDCs and Te Pūkenga (**Annex Two** contains a list of all participating organisations).

MBIE first established a cross-agency Government Response Officials Group in May 2022 to discuss the themes emerging in early drafts of the RWPs. The Group included agencies whose work programmes were directly relevant to the labour market challenges and opportunities identified. Following the delivery of the RWPs, the Group agreed on the cross-cutting themes to be included in this response and worked collaboratively on relevant themes.

The draft response was sent to all organisations for consultation before being presented first to EET Deputy Chief Executives, then to EET Chief Executives and finally to the EET Ministers Group. The final response has been reviewed by the Minister for Social Development and Employment, Hon Carmel Sepuloni.

RSLGs and central government agencies are continuing work on how best to build a cohesive, coordinated labour market planning system at both a national and regional level. The future focus of this response recognises that this is an evolving process and working together is the most effective way to ensure we achieve our shared objectives.

The sections of the response are structured around a broadly consistent format

Each theme section covers:

- key issues highlighted in RWPs within the theme
- the alignment with government priorities
- existing or planned key central government agency programmes designed to help address issues within the theme, and
- opportunities for RSLGs and central government agencies to work together to inform, shape and influence the labour market planning ecosystem, both nationally and regionally.

Better coordination of workforce and skills planning

RWPs re-affirm the need for a joined-up approach to regional labour market planning

Multiple RWPs acknowledge and reinforce the importance of more cohesive and coordinated insights, planning and decision making in the regions. RSLGs, through their RWPs, highlight a concern that there are numerous initiatives being delivered regionally that are not always coordinated and that there is a need to address this at central government agency level. While RWPs acknowledge the value of each individual initiative, the number of initiatives increases the complexity of RSLGs' coordination role.

RWPs suggest that more deliberate coordination at a national level is likely to make planning at a regional level less complicated. While one purpose of RoVE and the EET system is to address coordination challenges, central government agencies recognise this system is still maturing and evolving, and more can be done to support RSLGs to navigate this.

Some RWPs make explicit connections to other agency initiatives relating to workforce and skills development, such as Employment Action Plans (EAPs) or Industry Transformation Plans (ITPs). Initiatives with a nationwide focus on sector skills development or employment of priority population groups intersect with each RWP differently, depending on the region's sector and population priorities. Throughout the RWPs is a desire to make connections and coordinate initiatives to avoid duplication, identify gaps and harness opportunities for cooperation and collaboration.

This aligns with the broader Government focus on system-wide cohesion

Effective workforce and skills planning is vital for achieving the Government's priority of a productive, sustainable and inclusive economy. Workforce and skills planning is shaped by government reforms in the education, immigration and employment systems. For example, RoVE is designed to bring a stronger focus on delivering the skills that learners and employers need. The reforms will bring together industry and educators to make sure New Zealand's workforce is fit for today and the future. One of the aims of the Immigration Rebalance is to encourage businesses to train and upskill less-experienced New Zealanders into roles, to offer competitive wages, and to work together as a sector to showcase employment opportunities and career pathways for New Zealanders rather than relying on migrant labour.

In addition to RoVE, the EET agency system aims to support a cohesive and aligned employment, education and training system that delivers for all who need support. Within this EET system, a broad suite of workforce planning initiatives to coordinate labour market planning and improve employment outcomes for all New Zealanders is discussed regularly at a ministerial, agency chief executive and working group level. Three overarching strategies set the direction for EET policies and their delivery: the Economic Plan, the Employment Strategy and the Māori Economic Resilience Plan. These strategies are in turn underpinned by key Government objectives, such as ensuring economic security, investment in the future (including a resilient, skilled and productive workforce), and supporting Māori and Pacific aspirations.

Work is underway by agencies to improve coordination

There are several major work programmes underway across EET, and in other areas, that help to improve the coordination of workforce and skills planning. Beyond RSLG establishment, some of these include:

- the Employment Strategy and EAPs to improve labour market outcomes for groups that are disadvantaged in the labour market
- the Employment and Social Outcome Investment Strategy
- ITPs to drive long-term change in eight key sectors, and
- the establishment of the six WDCs to work with industries to develop and maintain a strategic view of the skills industries required now and in the future.

Given the relatively recent introduction of these initiatives, it will take time before their long-term outcomes are visible.

Government Employment Strategy

[The Employment Strategy](#) addresses the need for more coordinated workforce and skills planning by providing an overarching framework for labour market priorities. The strategy helps to guide central government agency work across the EET system by articulating a clear set of priorities for the labour market and providing guidance across a variety of Government work programmes that aim to improve labour market outcomes for New Zealanders. The Employment Strategy is supported by seven EAPs that focus on improving outcomes for groups that consistently experience poor employment outcomes.

Collaboration between Workforce Development Councils and RSLGs

The six WDCs ([Waihangā Ara Rau](#), [Toi Mai](#), [Toitū te Waiora](#), [Hanga-Aro-Rau](#), [Muka Tangata](#), and [Ringa Hora](#)) play a vital role in workforce and skills planning. Several RSLG members are also on WDC councils. The role of the WDCs is to ensure the vocational education system meets industry needs, including giving a stronger voice to Māori business and iwi/hapū development. WDCs set skills standards, develop sub-degree qualifications and help shape the delivery of vocational education.

WDCs and RSLGs both produced their inaugural national and regional workforce development plans (respectively) in mid-2022. The timing of their release meant RWP were largely drafted before WDC Workforce Development Plans (WDPs). There is broad alignment between the priorities in the plans, but there is also opportunity for greater coordination in plan development in future years (see below).

Productive, resilient, inclusive, sustainable and Māori-enabling (PRISM) regions as supported through the Regional Strategic Partnership Fund

Kānoa, MBIE's Regional Development and Investment Unit, administers the [Regional Strategic Partnership Fund](#) (RSPF), which is a \$200 million fund to help grow regional economies. Regional Economic Development (RED) Partnerships, made up of local iwi Māori, businesses, economic development agencies and other relevant parties use the PRISM Regional Economies Framework to build on their economic development strengths and address their challenges. The iwi partnership arrangements, within RED Partnerships and RSLGs, incorporate Te Ōhanga Māori (Māori economic) perspectives about what will unlock Māori potential.

Given the connection between regional economic development and labour market and skills planning, MBIE has created a mechanism to ensure RSPF applications include consideration of regional workforce and skills priorities (see below). This supports the joined-up approach to workforce and skills planning within the regions.

Central government agencies have identified opportunities to collaborate with RSLGs to support better coordination

- RSLG members bring rich and diverse connections to their regions and expertise on regional and sector workforce and skills. Central government agencies will continue to seek to engage with RSLG members in the regions, including through regional officials' groups facilitated by the MBIE-secretariat that are designed to support RWP information sharing and increase in-region coordination.
- MBIE is working centrally with WDCs and Te Pūkenga to establish processes for RSLGs, Te Pūkenga and WDCs to engage regularly and harness each other's influence to shape regional solutions (acknowledging that some RSLGs are already doing this at a regional level). This includes consideration of how RSLGs and WDCs can best share resources and information to guide skills development at a variety of levels.
- Regional Public Service Commissioners (RPSC) strengthen regional system leadership by working to coordinate and align central government decision makers. Leveraging the mandate of each group's RPSC member provides an additional avenue for approaching regional challenges and opportunities with central government agencies.
- Within MBIE, the RSLG secretariat and Kānoa have recently agreed a new process to ensure RSLGs are given the opportunity to support and/or comment on proposals for RSPF funding in their region. The process will establish a framework for consulting RSLGs to ensure regional economic investment considers RWP workforce and skills development priorities, while maintaining the commercial confidentiality of applications.
- Consultation on changes to policy settings are an opportunity for RSLGs to provide valuable regional insight. RSLG advice on the likely regional impact of policy settings or unintended consequences of proposed changes is particularly helpful. We recognise that many RSLG members have participated in a range of consultations, ranging from Māori employment to youth employment, and immigration settings, to share valuable regional insights. MBIE will continue to look at drawing on RSLG expertise – for example, when reviewing the immigration Green List in 2023, noting that the Green List provides national coverage.

Sustainable, decent and inclusive employment

RWPs focus on increasing workforce diversity and opportunities for priority groups

Several RWPs highlight the need for regions to develop industry and sub-regional workforces in a way that reflects their demography, and proactively offer opportunities for priority groups for the future. Multiple RWPs have a specific focus on the need to improve the attraction and retention in employment of groups currently underrepresented in the labour market. This includes supporting employers to create more culturally inclusive workplaces and increase the flexibility of employment conditions to enable currently underutilised workers to fully participate in the labour market.

Central government agencies play a crucial role in fulfilling the Crown's obligations as Te Tiriti partner. The mahi that the RSLGs have done to date, and will continue to build upon, adds value to this partnership. RSLGs enable agencies to have a clearer picture of the needs of iwi, hapū and whānau Māori. In particular, the RSLG co-governance model provides a space where iwi and hapū can explain how they intend to exercise their rangatiratanga within their rohe.

This aligns with the broader Government focus on equitable employment outcomes

The Government has a commitment to ensuring that all New Zealanders can fulfil their potential in developing skills, finding secure employment and engaging in rewarding careers. This aligns with the RSLG focus on inclusive, decent and sustainable employment. A key component of the Government's commitment is supporting the economic and employment aspirations of groups that have persistently poor employment outcomes. Steps to achieving this vision include helping workplaces to modernise and workers and businesses to be resilient and adaptable in the face of the changing nature of work.

The nature of work will continue to evolve in New Zealand in the context of global megatrends, such as technology change, demographic change, globalisation and climate change. Across a range of employment related initiatives – Just Transitions, Future of Work, New Zealand Income Insurance – the Government is prioritising equity by seeking to ensure the impact and opportunities arising from change are more evenly distributed.

Work is underway by agencies to improve employment outcomes of priority groups and increase workforce diversity in key sectors

Employment Action Plans (EAPs)

The seven EAPs that support the Government Employment Strategy focus on improving outcomes for groups that are disadvantaged in the labour market: youth; disabled people; Māori; Pacific peoples; older workers; former refugees, recent migrants and ethnic communities; and women. EAPs include actions to attract, develop and retain a diverse workforce, including supporting employers to look beyond their traditional labour pools, to adjust their recruitment practices and to adapt the culture of their workplaces. While five of the seven action plans have only been released in 2022, monitoring and reporting dashboards are available for the plans released in 2019 and 2020.

Industry Transformation Plans

Industry Transformation Plans (ITPs) set a long-term vision and actions for eight industries: advanced manufacturing, agritech, construction, digital technologies, fisheries, food and beverage,

forestry and wood processing, and tourism. The Plans are being created in partnership by business, workers, Māori and Government.

ITPs include an employment and workforce component, which often cover similar issues to those raised by RSLGs, such as diversity in the workplace and opportunities for skills development. For example, one of the priorities of the draft Advanced Manufacturing ITP is attracting and developing a diverse, high-skilled, high-wage workforce, and the focus of the first phase of the Tourism ITP is on enabling better work. ITPs are at different stages in the development process (more information is contained in **Annex One**).

Several RSLGs that have high concentrations of employment in these industries are already working, or are planning to work, to bring together WDCs, ITPs and industry in their regions to develop tailored regional workforce and skills development approaches.

Active Labour Market Programmes Review

RSLGs have outlined their interest in sustainable employment. The Active Labour Market Programmes (ALMPs) Review focuses on redeployment of displaced workers when work is not sustainable. ALMPs assist people into employment by supporting them to find and retain suitable work (including removing barriers to their ability to get or retain a job, or to move between jobs) and support the reskilling and redeployment of displaced workers. In 2021, MBIE, MSD and MoE undertook a review of New Zealand's suite of ALMPs aimed at ensuring we have the right ALMPs to contribute to a more equitable and efficient labour market. This review was recommended in the 2019 Welfare Expert Advisory Group report, in addition to the report's recommendations that supported the functions of RSLGs.

The review identified gaps in the ALMP system for programmes and services to support disabled people, including people with health conditions, who want to work and people who have been displaced from work (either through redundancy or due to reduced work capacity). The ALMP review also identified opportunities to improve the monitoring and evaluation of ALMPs and introduced investment principles to guide Government's decision-making. In June 2022, Ministers considered options to address these gaps, including ways to support displaced workers who will become New Zealand Income Insurance claimants in the future, and requested further work be done to progress those options. This work is an ongoing collaboration between MSD, MBIE and ACC.

The Future of Work Tripartite Forum

The [Future of Work Tripartite Forum](#) has considered the importance of good work/good workplaces for New Zealand, and has identified eight elements of good work, ranging from fair wages and economic security, to lifelong learning and opportunity, and health safety and wellbeing. The Forum has also focused on skills development for both employers and employees to ensure regional industries and their workforces can adapt to technological and environmental change, which the evidence shows will differentially impact some groups. This is of relevance to the RWP that highlight the importance of decent jobs and meaningful work, in-work skills development, and opportunities for career progression.

Central government agencies have identified opportunities for collaboration with RSLGs

- Central government agencies will continue to provide updates on work that is particularly relevant to each region via the MBIE secretariat, such as progress on an ITP relating to RSLG priority sectors. In many cases, representatives from these initiatives have presented this information at RSLG meetings, and we recognise that many RWPs highlight these initiatives.

- Central government agencies can provide resources for dissemination to RSLG networks, such as employer best practice guides, as they are developed in EAP work programmes.
- Several RWPs have actions to map local or iwi/hapū-led initiatives underway regionally as a first step to identifying gaps. This will also identify funding coordination failures for Māori communities that have resulted in inequitable provision. Central government agencies will continue to provide RSLGs, through the MBIE secretariat, with information on the national programmes being delivered in their regions.
- The ALMP review considered government-funded or -provided interventions that actively assist people into employment. While many of these initiatives are delivered regionally, the review did not cover regionally developed and funded programmes. RSLGs' perspectives on regional skills and labour market needs will contribute to regional and community insights to inform the mix and targeting of ALMPs that will be needed alongside the education system, improving the relevance of vocational education and training.
- Education, employment and training agencies will consider the regional priorities identified in RWPs in the development of their own priorities and initiatives.
- Central government agencies value RSLG analysis of gaps in provision or identification of regional best practice. For example, RSLGs can shine a light on Māori-designed programmes where iwi/hapū/Māori innovation is responding to Māori business, workforce and skills development needs (Mā te Māori, Mo te Māori).

Kia eke te ahumahi Māori – Māori workforce and industry success

All RWPs identify Māori as a priority population group for their region and iwi/hapū as partners in workforce and skills development

One third of the actions within the RWPs feature an explicit te ao Māori perspective. There is an emphasis on the importance of a te ao Māori/te Tiriti lens for workforce planning, whether this be the development of a Tai Tokerau mātauranga Māori intervention logic, grounded in He Whakaputanga; a commitment to co-design; advocating for training programmes that are grounded in Te Tiriti; or working with iwi and hapū to develop a rohe model. This aligns with the Māori Employment Action Plan the Crown–Māori Economic Growth Partnership, [He kai kei aku ringa](#).

Te ao Māori RWP actions respond both to regional iwi/hapū/Māori business, employment and skills aspirations, as well as inequity in current employment and outcomes for Māori. Efforts to address this typically take the form of actions to engage, coordinate and facilitate regional actors. Although, this groundwork is more about ensuring that whānau get into decent mahi, empowering Māori enterprise and future leaders has a high value, especially when it comes to the future of the labour market.

As discussed in more detail in the introductory section, Te Rōpū Whaiti has identified four priority areas: Mā te Māori, mō te Māori, rangatahi, addressing funding coordination failures, and correcting disparities. This section highlights alignment with central government agency work in these areas.

This aligns with broader Government priorities for Māori

Mā te Māori, mō te Māori – For Māori, by Māori

Government agencies must consider their role in supporting the Crown to fulfil its obligations as a Treaty Partner. Central government agencies' vision for Māori employment is that Māori exercise rangatiratanga to create intergenerational wellbeing through work. Central government agencies need to work with regions to understand how to bridge the gap between national-level strategies, like those described below, and regional actions.

MBIE's Māori Economic Development Advisory Board oversees the Crown–Māori Economic Growth Partnership, [He kai kei aku ringa](#) (HKAR). The strategy provides an organising framework to drive an all-of-government focus on achieving positive economic outcomes for Māori, with an overarching goal to increase Māori median income. HKAR is in the process of being refreshed.

[Te Mahere Whai Mahi Māori](#), the Māori Employment Action Plan, identifies steps to achieve this vision by removing barriers and creating opportunities to improve Māori employment outcomes. Many RSLG members and co-chairs were involved in the consultation and drafting of this plan. Sustainable employment and quality work are an important contributor to individual and whānau waiora and socioeconomic outcomes.

All agencies involved in Te Mahere Whai Mahi Māori have a role to play in the development, implementation, monitoring and reporting on the action plan. RSLGs play an integral role by encouraging regions to adopt mā te Māori, mō te Māori approaches to contribute to a system that is mana-enhancing for iwi/hapū and that improves outcomes.

Rangatahi

Several RWP's refer to the importance of ensuring Māoritanga be acknowledged in the workforce and in training for rangatahi. A snapshot of some key trends particularly relevant to rangatahi entering the workforce can be found in the MBIE and MSD-sponsored Auckland Co-Design Lab report, [The Attitude Gap Challenge](#). This paper provides rangatahi and employer perspectives and insights on the transition from education into the workforce. Recent Te Pūkenga research also provides fresh insight into the aspirations and barriers that impact Māori ākonga (learners') experience on their learning journey.

MoE has a range of programmes under the cross-agency strategies for the education sector, the [Ka Hikitia](#) Māori education strategy and [Tau Mai Te Reo](#) Māori Language in Education Strategy. The sister strategies contribute to Māori enjoying and achieving education success as Māori, as they develop the skills to participate in te ao Māori, Aotearoa and the wider world.

Te Puni Kōkiri (TPK) is implementing a time-limited (two-year) \$21.5m package of rangatahi-focused initiatives in 2022/23 and 2023/24, investing in a range of innovative community/whānau-led programmes to support rangatahi wellbeing and re-engage at-risk young Māori. Programmes will be responsive to local/regional needs and opportunities and may – as appropriate – draw on insights and data from the RWP's and through coordinated links with the RSLGs.

[Te Kura Huanui](#), produced by the Education Review Office and released in 2021, shows that Māori going through Kōhanga and Kura Kaupapa excel because they are immersed in their culture. Communities that create supportive environments where learning is embedded in te ao Māori are critical to the success of Māori. By supporting Māori to learn as Māori, they become repositories of knowledge. RSLGs can continue to draw alignment with the success of Māori immersed in their culture and transpose that into workforce development, training and employment.

Addressing funding coordination failures

The [All of Government Progressive Procurement Policy](#) managed by MBIE and TPK aims to increase supplier diversity in government procurement, effect change in government procurement processes and behaviour, and be used as a lever to improve economic outcomes for Māori. As part of the Te Mahere Whai Mahi Māori, TPK is engaging with agencies to implement social procurement practices and prototyping social procurement approaches to reduce barriers for Māori businesses to engage in government procurement processes. The project is supporting a wide range of Māori owned businesses in a range of sectors and industries across the motu. Regional insights can support agencies to enable the expansion of effective local initiatives, including how to support future Māori entrepreneurs and leaders.

Correcting disparities

When working with iwi, hapū and whānau Māori, RSLGs need to strive for equity while also providing opportunities for Māori enterprise to thrive. Tackling longstanding issues (experienced by generations of whānau) while preparing for the future is a unique characteristic of Te Ōhanga Māori (the Māori economy), which, in addition to traditional economic players, also includes iwi/hapū, whose views are grounded in whakapapa, whenua and whānau. However, while acknowledging these issues, the Māori economy has significant strengths that can be built from to achieve better employment and broader wellbeing outcomes.

Correcting disparities fits within Te Ōhanga Māori, which is a novel and complicated space. The RSLG co-governance model provides the right structure and mode of operation, but the nature of the issues demand commitment and perseverance over the long-term.

TPK's 2020 report on the size and scale of the Māori economy, [Te Matapaeroa](#), builds on the understanding of the scale and makeup of the Māori economy to help identify the untapped opportunities and needs. It reports on the number and breadth of Māori-owned businesses. The updated report (released in 2022) identifies encouraging trends among wāhine Māori-owned businesses, and the wider contribution made by many Māori-owned businesses. Te Matapaeroa is now accompanied by a data visualisation tool to generate insights relevant to each region. It complements the Reserve Bank of New Zealand's earlier mapping of the Māori economy in the report [Te Ōhanga Māori](#), released in 2020, which examines the labour market in the context of the broader Māori asset base.

Rangatahi transitions from education to further training and employment

RWPs focus on the need for clear pathways from school to a variety of training options and meaningful employment

All RWPs raise challenges and opportunities for supporting rangatahi in their transition to further training and employment. Related to this is the need to improve careers guidance and the importance of preparing *all* young people for satisfying and rewarding working lives. As the number of young people of Māori and Pacific heritage grows, it is increasingly important to support their transition. For iwi, hapū and whānau Māori, education and training are seen as the key to correcting disparities by elevating wages and providing options for whānau to move into fulfilling employment.

Several RWPs advocate for whānau-centred provision of careers guidance that reflects the different backgrounds and needs of students, first-hand job experience to inform rangatahi decisions, and pastoral care where needed to support rangatahi. While RWPs note that careers information, clear pathways and transition support are important for people of all ages as they reconnect into work and training throughout their lives, most had a particular focus on rangatahi.

This aligns with the broader Government focus on child and youth wellbeing

Rangatahi transitions also feature in the Department of Prime Minister and Cabinet's [Child and Youth Wellbeing Strategy](#). One plank of the strategy is children and young people having the knowledge, skills, resilience and encouragement to achieve their potential and enable choices around further education, volunteering, employment and entrepreneurship. This is part of the framework for achieving the Government's vision for the strategy that New Zealand is the best place in the world for children and young people.

To achieve better employment outcomes for young people, central government agencies seek to support them to make informed education, training and employment choices and experience the smoothest possible transitions. Central government agencies have committed to improve brokering of employment opportunities and careers assistance, improve the quality and effectiveness of pastoral care and mentoring programmes, and increase opportunities for young people to gain the skills they need to transition out of compulsory schooling and into further education, training or employment. Agencies have identified collaboration across the education, welfare and employment systems as key, alongside the need for partnership with Māori and communities.

Work is underway by agencies to provide more information, options and support for young people

National Careers System Strategy

The TEC is responsible for leading development of a refreshed [National Careers System Strategy](#) in collaboration with partners and system stakeholders. The strategy will deliver a system that provides information, advice and guidance to support all New Zealanders to make careers decisions and transitions. This is due to be delivered at the end of 2022. RSLG concerns about the lack of consistency in careers advice and inequities in provision are reflected in the themes being considered as the strategy is developed, particularly the need to lift capability across the careers system and establish a central coordination function. The TEC has begun to seek feedback from RSLGs for the refreshed strategy.

Preparing All Young People for Satisfying and Rewarding Working Lives

Long-term Insights Briefings are future-focused, exploratory documents (not policy papers) that provide information about medium and long-term trends, risks and opportunities that may affect New Zealand and New Zealanders.

MBIE, MoE, MSD and the Ministry for Women (MfW) have drafted the first Long-term Insights Briefing (LTIB), [Preparing All Young People for Satisfying and Rewarding Working Lives](#). This topic is a focus for several RWPs, particularly the need for pathways into sustainable employment. The LTIB explores possible future directions for education and training system reform to reduce the flow of young people into limited employment and to create clearer pathways from limited employment into sustainable work, with key areas of opportunity grouped across three life stages:

- learning, engagement and attainment from the start of schooling
- preparing to find and secure employment, and
- building resilient connections to the workplace.

The LTIB was released for public consultation in September 2022. RSLG members and co-chairs have provided valuable input and central government agencies are grateful for the time committed. The LTIB is now due to be presented to Parliament. The final briefing will be a resource with information, analysis and policy options to help Government and communities respond more effectively for youth at risk of limited employment.

The Ministry for Pacific Peoples is will also lead an LTIB that focuses on 'Improving Pacific Data Equity: Opportunities to Enhance the Future of Pacific Wellbeing'.

The NCEA Change Programme and development of a Vocational Entrance Award

The importance RSLGs have placed on training and employment pathways matches the feedback to MoE as part of the Kōrero Mātauranga and the National Certificate of Educational Achievement (NCEA) Review. MoE is currently implementing the NCEA Change Programme, with one of the changes focusing on clearer pathways to further education or work.

This includes the development of a [Vocational Entrance Award](#) (name provisional). Achieving the Award will demonstrate that a learner has undertaken initial learning valued by industry, employers and tertiary education organisations (TEOs), and is ready to transition into higher-level vocational education, including apprenticeships. The high-level design of the Vocational Entrance Award (name provisional) has been developed and preparations are underway for testing prototypes in two industries with a very small number of schools and kura in 2023.

In 2016, MoE developed the [Employability Skills Framework](#), which identifies soft skills or capabilities most desired in young people by employers. Employability skills build on key competencies in the New Zealand Curriculum to help students understand how these competencies 'look and feel' in the workplace and better prepare to transition into work. While workplace competencies are best developed in authentic contexts, the framework provides a range of ways to contextualise learning and introduce the workplace into the curriculum.

MoE is also enhancing the Vocational Pathways to improve its usefulness as a navigation and planning tool for schools and foundation tertiary providers.

Place-based programmes to support rangatahi into further training and employment

Several RWPs have identified the need for place-based programmes to connect rangatahi to jobs and skills training and support their transition into employment.

[The Youth Employment Action Plan](#) emphasises the importance of place-based programmes for rangatahi to support them into further training and employment. Central government agency

programmes, such as Pae Aronui (TPK) and He Poutama Rangatahi (MSD), provide funding for local organisations, including iwi, to deliver tailored programmes that improve the education, training and employment outcomes for 15-24 year olds, often including pastoral care and wrap-around support (funding opportunities are identified below).

Many RSLGs are already working with central government agencies and drawing on current foundations, including the [Mayors Taskforce for Jobs](#) (MTFJ). The MTFJ is a nationwide network of Mayors aimed at improving youth engagement in education, training and employment. They have recently agreed to enter a formal partnership with MSD, resulting in a new \$14 million investment in the programme for the next financial year.

The Education to Employment brokerage initiative led by MSD focuses on connecting ākonga to the world of work and helping young people to be informed of opportunities and pathways. The initiative aims to build strong local relationships with businesses and schools through brokers, located in regions right across the country, who act as a liaison between schools and employers to highlight local trades and vocational opportunities for students.

MSD also invests in [Youth Service](#) provision, which supports taiohi (young adults) into education, training and work-based learning. Taiohi are provided intensive, tailored support to identify their goals and find the best path to reach them. Youth coaches are employed by a mix of community organisations, iwi/Māori, private training institutions and two Work and Income In-House sites. The programmes focus on three target groups including youth not in education, employment and training, for 16–17 year olds who are either not in education, training or employment or are at risk of dropping out.

Although centrally funded, many rangatahi-targeted programmes are tailored to the particular needs of rangatahi in the eligible regions. For rangatahi Māori, it is important to acknowledge the crucial role that Māoritanga plays in successful participation in the workforce.

Central government agencies have identified opportunities to collaborate with RSLGs to support rangatahi transitions

- Recognising the call across multiple RWPs to raise the visibility of regional employment opportunities through better connections between schools and local employers, central government agencies encourage RSLGs to alert employer networks to existing programmes looking for more employer participation. One example is [Inspiring the Future](#), where role models talk to students in schools about their jobs.
- Central government agencies can provide updates, via the MBIE secretariat, on work relating to rangatahi transitions that is particularly relevant to each region. In many cases, officials or representatives from funded initiatives may be able to present at RSLG meetings on relevant work.
- Central government agency funding is available in some regions for regional solutions to improve the employment outcomes of rangatahi aged 15-24. [Pae Aronui](#) (TPK) provides funding for innovative community-based programmes for rangatahi Māori in South Auckland, West Auckland, Hamilton, Porirua and the Hutt Valley.
- MSD's [He Poutama Rangatahi](#) programme also has funding available for community-based programmes (see Annex One). Whakawātea te ara Poutama, launched in September 2022, is a stream of He Poutama Rangatahi that focuses on supporting young people aged 15-24 who have additional barriers to education, employment and training because of criminal activity and/or gang affiliations. It provides funding for community-based programmes in South Auckland, West Auckland, Northland, Bay of Plenty and Waikato.

- One of the potential future directions identified in Preparing All Young People for Satisfying and Rewarding Working Lives is identifying and scaling up what works, especially provision outside central government agencies. RSLG insight on successful local initiatives will be extremely valuable.

Overcoming barriers to accessing education and employment

RWPs focus on identifying, understanding and removing barriers to participation in the labour market

Access to education, employment and training is raised as both a challenge and an opportunity across multiple RWPs. While RWPs mention opportunities and challenges for all population groups accessing education and employment, they place a particular focus on school leavers, particularly given the impact of COVID-19.

RWPs identify a range of barriers to participation, including physical barriers, such as digital connectivity and transport, as well as barriers such as a lack of information or culturally appropriate services for priority groups. These barriers affect regions differently, depending on the geography and demographic composition of the region. It should also be recognised that there are community members who face intersectional disadvantage, such as tāngata whaikaha, which adds to the complexity of some of the barriers faced by people entering the labour market. Several RSLGs have included a focus on increasing participation of disabled people in the workforce and are committed to removing barriers for this important and underutilised potential regional workforce.

Underlying this focus in the RWPs is the understanding that inequitable access not only impacts individuals and the community but also creates barriers to labour market development and economic growth. Removing barriers to employment, education and training will improve the quality of life for individuals and provide an accessible education system and labour market for all, increasing workforce participation levels.

This aligns with the broader Government focus on supporting all learners, workers and job seekers to fulfil their aspirations

Education priorities

Barrier-free access to education is one of the five objectives of the Statement of National Education and Learning Priorities (NELP) and Tertiary Education Strategy (TES). Reducing barriers to education for all, especially Māori and Pacific learners/ākonga, disabled learners/ākonga and those with learning support needs, will enable rewarding education opportunities and outcomes to be within reach for every learner. RoVE also seeks to make training more accessible, with a goal that learners will be able to move more easily between regions and continue training easily if their situation changes. New national skills standards and assessments will underpin this goal.

Employment priorities

Similarly, a key tenet of the Employment Strategy is the commitment to ensure that anyone who wants to participate in the labour market can access decent work. This includes workers and job seekers having equal access to employment opportunities and being supported to fulfil their employment aspirations, if required, through tailored, evidence-based initiatives that respond to individual, whānau, community and industry circumstances. It also includes businesses offering flexible working conditions as a default, having diverse workforce representation at all levels, and knowing where to go for support from Government to create accessible workplaces.

Work is underway by agencies to improve access to education, employment support and training

Equity and Ākonga Success Strategy

One of the TEC's goals is to achieve system-level equity in terms of patterns of participation and achievement for all tertiary learners. An initiative that contributes to this goal is the [Te Pūkenga Equity and Ākonga Success Strategy](#). The strategy provides a 10-year road map for how Te Pūkenga will create equitable access and participation for all ākonga and increase the responsiveness of learning and support practices. The strategy focuses on those who have not been well-served by the current system, including Māori, Pacific and disabled ākonga. It describes how Te Pūkenga will seek to remove barriers to access, participation, persistence, and completion of qualifications through changes to learner support, qualification design, kaimahi and employer capability, and an increased understanding of ākonga socio-cultural and financial realities.

Implementation of Te Pūkenga Equity and Ākonga Success Strategy will be supported by the [Te Pūkenga Operating Model](#), a key focus of which is advancing equity, especially for Māori, Pacific, and learners with disabilities. Similarly, WDCs have a commitment in their Order in Council secondary legislation to address the needs of underserved learners, including Māori, Pacific peoples and disabled people. An example of this commitment is the appointment of a GM Disability across all six WDCs.

Employment and Social Outcomes Investment Strategy 2022 – 2025

MSD's [Employment and Social Outcomes Investment Strategy](#) aims to address barriers to help achieve work readiness and sustainable employment outcomes. The strategy targets investment according to the individuals' needs and barriers, such as a lack of work experience or suitable qualifications. It also aims to promote equity for groups that consistently experience poor labour market outcomes to increase labour market participation.

The strategy informs national and regional investment and purchasing decisions about MSD's employment services, while providing flexibility to support regional investment choices to meet local conditions.

Driver Licensing Improvement Programme

Waka Kotahi and MSD are working together on delivery of the Budget 2022 initiative for funding driver licence support services. Lack of access to driver licensing education and testing in the regions was raised across many RWPs as a barrier to education and employment. This four-year initiative will see MSD increase access to funded driver licence support for people most disadvantaged by barriers to gaining driver licences (including establishing a joined-up system with effective referral pathways). It also funds Waka Kotahi to increase access to testing through actions such as mobile theory testing and increased practical testing in remote areas. Waka Kotahi-led regional trials are currently underway in Te Tai Tokerau and Tairāwhiti. Waka Kotahi has also committed to a range of actions to build sector capability and capacity, as well as providing more accessible educational resources for learner drivers.

Driver licensing support is part of a wider ecosystem and requires a whole of system approach, which involves working across multiple agencies and addressing broader accessibility barriers. This creates a complex area with many components, so overcoming this barrier to accessing education and employment will take time.

Future of Connectivity

MBIE and Crown Infrastructure Partners are leading a three-part programme to improve digital connectivity infrastructure across New Zealand to allow more people better access to mobile phone and internet services. RWPs identified that a lack of digital connectivity in areas of New Zealand, particularly rural areas, creates a barrier to both education and employment.

Part one of the programme saw completion of the Ultra-Fast Broadband programme to enable 87 per cent of all households and businesses (and most schools) to access fibre broadband and extend mobile and fixed wireless broadband further into rural areas. Part two is currently underway and will further upgrade rural capacity, as well as extending the Marae Digital Connectivity Initiative and the roll-out of a Remote Users Scheme to provide connectivity options for people in rural and remote areas with no access to broadband internet. Part three will present a suite of digital connectivity infrastructure projects that aim to provide everyone in Aotearoa the ability to access the internet and voice calling services required to live, work and study. These will be guided by the Government's statement of intent for improving digital connectivity, *Lifting Connectivity in Aotearoa*.

MoE is exploring [home internet access](#) specifically for schools and students who do not have suitable access to support their learning. Potential solutions include schools, often in rural and remote areas, becoming a '[digital hub](#)' for their community, or schools accessing MoE's [Equitable Digital Access for Students](#) initiative. There are currently pilots in Wellington, Christchurch and Bay of Plenty to extend fibre broadband into students' homes.

Older Workers Employment Action Plan (OWEAP)

Ministry of Social Development is leading the implementation of the OWEAP for people aged 50 and over who are working or want or need to work but experience challenges in doing so. Many RWPs identified the barriers that older workers face regarding access to education and employment. The purpose of the OWEAP is to ensure that older New Zealanders who want or need to work can find sustainable employment that fulfils their needs and aspirations and contributes to their overall wellbeing. Many of the actions will also support older workers who face compounding barriers in the labour market, including Māori, women, Pacific peoples, disabled people, former refugees, recent migrants, and ethnic communities. The Minister for Seniors is the responsible Minister for delivery of the 11 actions in the OWEAP, and progress is monitored through quarterly reporting to the Minister and six-monthly reporting to EET Ministers.

Action 10 of the OWEAP is to improve understanding across industry groupings and sectors of the effects and opportunities of an ageing workforce. MSD is taking a collaborative approach focusing on exchanging information to identify sectors with:

- workforce gaps that older workers could fill given the right support, training or encouragement
- significant ageing workforces where people may need training, upskilling or other supports to remain in that work
- ageing workforces where people are unlikely to stay in those roles as they age.

Central government agencies have identified opportunities to collaborate with RSLGs to overcome barriers

Annex One contains information on key central government agency programmes relevant to the RWPs that seek to overcome barriers to education and employment for specific groups. Agencies encourage RSLGs to engage with and share this information with their networks. Officials may be able to present information about specific programmes at RSLG meetings.

- Driver licensing is identified as key to increasing access to employment and upskilling in all 15 RWPs. The cross-agency Driver Licensing Improvement Programme (DLIP) is preparing a future state framework for the driver licensing system beyond this year's Budget initiatives. The framework can be provided when finalised in 2023 to inform the regions.
- Central government agencies can also provide more information about progress in the Future of Connectivity project, focusing on connectivity for people in remote and rural areas.
- Central government agencies may seek connections to potential regional providers for accessibility programmes (for example, the Future of Connectivity, the MoE initiatives on home internet access, and digital literacy training programmes). Agencies would like to connect with RSLGs to understand accessibility barriers and leverage their regional networks. EET agencies will consider the regional workforce and skills development priorities identified in the RWPs in the development of their own priorities and initiatives.
- Central government agencies also value the identification of gaps in provision or examples of regional best practice that result from the mapping of regional provision.

Working together

In such a complex labour market planning environment, it is very positive to confirm that the themes raised across the RWPs are well aligned with central government agency programmes.

This response demonstrates that, having established several workforce planning initiatives, the next step is building system-wide coordination. The Sector Workforce Engagement Programme (SWEP) review is an example of work already underway in this space on which RSLGs are being consulted.

Reading the RWPs and responding to the themes raised across them has increased central government agencies' understanding of RSLGs' work and each region's priorities. While RSLGs already have close relationships with some agencies, particularly at a regional level, the development of this response has involved a broad range of stakeholders who have been eager to learn more about the remit and activity of RSLGs.

It is hoped that this response can also help raise awareness of central government agency work already underway that addresses the cross-cutting themes in RWPs. The MBIE secretariat can provide more information on work of particular interest and connect RSLGs to central government agency officials or facilitate RSLG officials' groups or similar forums where these add value. Central government agencies encourage RSLGs to share agency information and analysis with local labour market actors where it provides insight on current and future local labour market conditions and skills needs.

Central government agencies can also provide information on the national programmes that are delivered in the regions to help RSLGs locate gaps in current provision while they guide and coordinate local actors to shape regional solutions for regional labour market needs. The on-the-ground insight from RSLGs is also valuable for central government agency programme design, particularly in relation to either gaps or particularly successful programmes that could be scaled up and/or implemented in other regions. Agencies with regional arms, such as MSD, will continue to work with RSLGs to support sharing of expertise, connections and progress towards mutual priorities. Similarly, RSLG members can provide a regional workforce and skills development perspective on proposed policy or operational changes when given the opportunity to do so.

Central government agencies encourage RSLGs to share updates on their plans, and engage as needed via the MBIE secretariat, as they implement their first RWPs and develop future plans. While the RWPs provide a formal mechanism for influencing government decision makers by providing regional insight and identifying regional priorities, establishing closer relationships outside the cross-agency response process will help RSLGs and central government agencies work together to meet Aotearoa's labour and skills needs and improve employment outcomes for all New Zealanders.

Annex One: Additional information on central government agency programmes relevant to Regional Workforce Plan themes

Agencies have provided a wealth of information on existing initiatives relevant to the themes raised across RWPs. The initiatives that were highlighted by agencies in workshop sessions feature in the text of the response, while some additional information on those initiatives as well as other initiatives of interest are provided in this Annex.

Lead Agency	Existing Initiative
Ministry for Pacific Peoples	Toloo Programme Toloo supports Pacific peoples in STEAM pathways (Science, Technology, Engineering, Arts and Maths) over a whole of life approach – early childhood, primary, intermediate, secondary, and tertiary education through to the workforce. This programme currently comprises nationwide scholarships, Auckland-focused job-placement pilots and other digital equity initiatives.
	Tupu Aotearoa Tupu Aotearoa is a regionally delivered programme that supports Pacific people to gain tools and skills that enable them to thrive. It connects Pacific people with local providers who will support them to access work or learning opportunities on their journey to employment, further training or study. The programme is currently working with rangatahi not in employment, education or training (NEETs) and Pacific peoples at risk of becoming NEETs to provide sustainable employment – predominantly delivered in Auckland, although expanding to Nelson Marlborough and Tairāwhiti.
Ministry for Primary Industries	Te Ara Mahi Hou programme This programme supports Māori agribusiness by providing workforce skills development and training and is currently working on an innovation fund to support new ideas in the primary sector.
	Māori Agribusiness Extension Programme The Māori Agribusiness Extension Programme supports interested Māori landowners and agribusinesses to work together in clusters towards common goals, including improving land use, growing new crops, and looking for collaboration ideas. These clusters generally run from six months to three years.
	Māori Agribusiness Pathway to Increased Productivity Programme The Māori Agribusiness Pathway to Increased Productivity Programme supports feasibility studies on ways to increase productivity of Māori land and looks at funding business/strategic planning, understanding pathway to market work and completing an information memorandum.

	<p>Regional Sector Workforce Programme Delivery</p> <p>South Auckland: Akongoue: Pilot Pasifika horticulture programme This programme aims to offer 20-24 Pacific youth in South Auckland an opportunity in the food and fibre sector beyond the roles they often walk into such as picking, packing and pruning.</p> <p>Canterbury: Secondary School Employer Partnership Programme (SSEP) SSEP is a collaboration between SmartNZ and MPI to facilitate a food and fibre-focused programme within Canterbury schools. Food and fibre businesses connect with their local school to support the alignment and delivery of the curriculum through contextualised learning activities relevant to the world of work.</p> <p>Kerikeri: MPI and Kerikeri Fruit Growers Association ‘Workforce Model’ MPI has a dedicated resource to work with Kerikeri Fruit Growers Association to develop a ‘workforce model’ that develops a group of skilled horticulture workers that small to medium growers can employ for up to 10 months of the year. The first phase will include the model development and fiscal model. The second phase will include a capability training model to ensure the skills needed are developed in this group. Phase three (2024) is the exit of MPI and self-sustaining model is BAU.</p>
Ministry of Business, Innovation and Employment	<p>Just Transitions A key focus of Just Transitions Partnerships is to ensure that regions are activated and supported to manage the effects of a transition to a low carbon economy. This includes supporting displaced workers, including providing career guidance.</p>
	<p>Economic Plan Objective three of the Economic Plan, <i>Increasing capabilities and opportunities</i>, looks to deliver quality education, training and upskilling, so that all New Zealanders, regardless of where they live, have the capability and opportunities they need to live the lives they value.</p>
	<p>The Sector Workforce Engagement Programme (SWEP) A cross-government initiative to develop a shared understanding with industry on the key labour market and skills issues they face. SWEP was established in 2016 in response to limited industry leadership in workforce planning and preparation during a period of high labour demand. These conditions contributed (in some sectors) to increased reliance on temporary, low-skilled migrants while there were also pockets of high unemployment for some population groups.</p>

	<p>SWEP is currently engaged in nine sectors:</p> <ul style="list-style-type: none"> • Construction • Horticulture • Viticulture • Road freight transport • Tourism • Residential aged care • Dairying • Aquaculture • Red meat sector. <p>Construction Sector Accord Industry Transformation Plan</p> <p>The Construction Sector Accord is a joint commitment from government and industry to work together to create a high-performing construction sector for a better New Zealand. The Construction Sector Transformation Plan 2022-2025 is a three-year action plan for change focused on tackling the sector’s systemic challenges while building resilience across the industry.</p>
Ministry of Social Development	<p>Skills for Industry programme</p> <p>Providing short-term job-focused training to for job seekers requiring up-skilling for specific requirements identified by industry. This includes delivering through industry partnerships.</p> <p>The Industry Partnerships model is a way for industry and government to work together to minimise skill and labour shortages and maximise job opportunities for job seekers.</p> <p>Social Sector Commissioning 2022-2028 Action Plan</p> <p>The purpose of the Action Plan is to transform the way social supports and services are commissioned so they best support people, families and whānau to live the lives they value.</p> <p>Government is working with non-government organisations and communities to transform the way supports and services are commissioned, by championing a relational approach to commissioning. An approach where people’s aspirations, experiences, lived realities, and goals shape the services or support they receive.</p> <p>To enable the transformation across the entire social sector, we have created a six-year Action Plan.</p> <p>The Action Plan:</p> <ul style="list-style-type: none"> • will work on removing current barriers that make a relational way of commissioning difficult • will build on existing initiatives and successes, and support major social reforms underway • will use continuous learning, monitoring, and information sharing to ensure change. <p>Connected Service</p> <p>The Connected Service aims to help New Zealanders connect to the wide range of employment, education and training support and advice available through government agencies, including region-specific support</p>

	<p>and opportunities. The initiative consists of website at Connected.govt.nz, 0800 number and face-to-face services at over 35 MSD sites and Jobs and Skills Hubs in regions across the country.</p>
	<p>Māori Trades and Training Fund</p> <p>The Māori Trades and Training Fund (MTTF) is designed to encourage Māori organisations to try different approaches to engaging and keeping Māori in employment-focused training opportunities. The MTTF funds kaupapa Māori projects so they can offer employment-based training alongside support services, such as pastoral care. The Fund is available across Aotearoa New Zealand.</p>
	<p>He Poutama Rangatahi programme</p> <p>He Poutama Rangatahi is a work-readiness and skills initiative. It is for young people who are hard to reach and most at risk of long-term unemployment. He Poutama Rangatahi can help with individualised and ongoing support into training and employment</p> <p>He Poutama Rangatahi closed for general applications on 26 August 2022. Within He Poutama Rangatahi, there is a new funding stream, called Whakawātea te ara Poutama. This is available now for programmes in South Auckland, West Auckland, Northland, Bay of Plenty or Waikato. It is specifically to help young people involved in criminal activity or with gang affiliations overcome barriers so they can get employment, education or training.</p>
	<p>Mana in Mahi programme</p> <p>Mana in Mahi supports people at risk of long-term benefit receipt into long-term sustainable employment while gaining an apprenticeship or formal industry qualification. Employers can receive a wage subsidy to take on an eligible people and access funding to help with the employee's pre-employment and industry training.</p>
	<p>Flexi-wage</p> <p>The Flexi-wage initiative provides a wage subsidy and extra assistance to support employers to take on people who do not meet the entry level requirements of the job, to help them get the employment skills and experience they need to achieve unsubsidised employment.</p>
	<p>Education to Employment</p> <p>The Education to Employment brokerage service focuses on connecting ākonga to the world of work. The initiative aims to build strong local relationships with businesses and schools through brokers, located in regions right across the country, acting as a liaison between schools and employers to highlight local trades and vocational opportunities for students.</p>
	<p>The Accessibility for New Zealanders Bill</p> <p>The Accessibility for New Zealanders Bill, currently before Select Committee, aims to progressively identify, remove and prevent barriers to disabled people's participation across all areas of life, including employment and education.</p>

	<p>Youth Service</p> <p>The MSD-led Youth Service supports taiohi into education, training and work-based learning. Youth coaches provide intensive, tailored support to identify their goals and find the best path to reach them. Coaches are employed by a mix of community organisations, iwi/Māori, private training institutions and two Work and Income In-House sites. The programmes focus on three target groups including youth not in education, employment and training, for 16-17 year olds who are either not in education, training or employment or are at risk of dropping out.</p>
Ministry of Social Development and Office for Seniors	<p>Older Workers Employment Action Plan (OWEAP)</p> <p>People aged 50 and over make up one third of the workforce in Aotearoa New Zealand, and many are working over the age of 65 either because they want to or need to. MSD leads the implementation of the OWEAP, which is for people aged 50 and over who are working or want or need to work but experience challenges in doing so. The purpose of the OWEAP is to ensure that older New Zealanders who want or need to work can find sustainable employment that fulfils their needs and aspirations and contributes to their overall wellbeing. Many of the actions will also support older workers who face compounding barriers in the labour market, including Māori, women, Pacific peoples, disabled people, former refugees, recent migrants, and ethnic communities. The Minister for Seniors is the responsible Minister for delivery of the 11 actions in the OWEAP, and progress is monitored through quarterly reporting to the Minister and six-monthly reporting to EET Ministers.</p>
Office for Seniors	<p>The Better Later Life (BLL) Action Plan He Mahere Hohenga</p> <p>The Office for Seniors (OfS) leads the implementation of the Better Later Life (BLL) Action Plan, which includes an initiative to help older entrepreneurs establish sustainable businesses research into age discrimination in the workplace with a particular focus on the experience of older Māori and work, advice on employment service eligibility for people over 65, and discussions with the Public Service Commission on leading good practice in the employment and support of older workers. Progress on the delivery of the seven actions in the BLL Action Plan is formally monitored through quarterly reporting to a Ministerial Steering Group chaired by the Minister for Seniors.</p> <p>Essential Digital Skills Training for Older People</p> <p>The Office for Seniors is leading a Digital Skills Training for Older People initiative as part of the BLL Strategy. OfS developed an Essential Digital Skills (EDS) evaluation framework to evaluate effectiveness and quality of digital literacy training programmes for older people. Following the promotion of the EDS evaluation framework, OfS established the Digital Inclusion Action Group for Older People in May 2022 to increase the reach, impact, quality, and consistency of digital literacy training programmes. The focus of this group is to align sector focus in the digital space and encourage providers, businesses and government agencies to help older people progress from offline to online. OfS is seeking to engage with a diverse range of providers to deliver the programme to population groups that experience overlapping characteristics of digital exclusions, including Māori, Pacific and rurally located older people.</p>

Te Puni Kōkiri	<p>He Takunetanga Rautaki Strategic Intentions 2020-24</p> <p>Te Puni Kōkiri's He Takunetanga Rautaki Strategic Intentions includes the employment focus area, with a goal to influence partner agencies to maintain labour market attachment and get more Māori into higher skilled jobs.</p>
	<p>Cadetships Programme</p> <p>Te Puni Kōkiri's Cadetships Programme provides development, mentoring, and training to Māori staff at all career stages across a range of businesses. The programme aims to support Māori to achieve their full potential in the workplace and contribute to thriving, innovative and resilient businesses.</p>
	<p>Pae Aronui</p> <p>Pae Aronui is an initiative aimed at improving education, training and employment outcomes for Māori 15-24 year olds not in education, employment or training (NEET) or are at risk of becoming NEET (at key transition points). The programme involves Māori providers each working with at least 20 rangatahi and supporting them to/through learning and/or employment outcomes within the calendar year.</p> <p>A key objective is to grow the 'capital' (confidence, capability and connectedness) of rangatahi, enabling them to make informed choices about the quality of lives they will lead (including their self-defined 'wellbeing'), and how they can take advantage of obvious development and employment opportunities.</p>
	<p>Taiohi Ararau – Passport to Life</p> <p>Taiohi Ararau is an innovative programme that supports young Māori NEET aged 15-24 who are not receiving a benefit. Through the programme, taiohi and their whānau work with community leaders to get essential documents including:</p> <ul style="list-style-type: none"> • birth certificate • driver's license • IRD number • bank account. <p>These documents are tools to assist young people on the pathway to further education, training or employment.</p>
Cross-agency programme with funding administered by the Ministry for the Environment; Department of Conservation; Ministry for Primary Industries; Ministry of Business, Innovation and Employment; and Toitū te Whenua	<p>Jobs for Nature Programme</p> <p>The Jobs for Nature Programme is a cross-agency \$1.219 billion investment in nature-based employment, established in 2020 as part of the Government's support to economic recovery following the COVID-19 pandemic. Over 420 projects have been approved to date.</p> <p>Many projects funded through Jobs for Nature include formal and informal training components to build capacity in environmental management. 240 projects approved to date report capability building as an objective. As at 30 June 2022, 9,262 people have been reported as employed nationally and 1495 people were reported as currently being in formal training. These numbers are expected to increase as the programme continues delivery.</p> <p>Government funding for the Jobs for Nature programme is time limited, and projects vary in length, with the majority due to be completed by the</p>

<p>Land Information New Zealand. Cross-agency coordination by Jobs for Nature Secretariat.</p>	<p>end of June 2024. RSLGs can connect with projects to identify ongoing regional employment opportunities and pathways for people employed and trained through the Jobs for Nature programme. There are multiple funded projects across regions.</p>
<p>Lead agencies identified next to each Industry Transformation Plan</p>	<p>Industry Transformation Plans (ITPs)</p> <p>These were created in partnership between business, workers, Māori, and Government to set an ambitious long-term vision for a transformed future for each sector. The plans identify actions partners can invest in that will drive a step change to realising these visions. ITPs are a key mechanism for implementing the Government’s industry policy.</p> <p><i>Tourism – Ministry of Business, Innovation and Employment</i></p> <p>The Tourism ITP has an objective to enable a transition towards a regenerative tourism system, which is one that gives back more to New Zealand’s environment, infrastructure and people than it takes away. Initially, the ITP will focus on <i>Better Work: maximising the benefits that tourism employment delivers</i>.</p> <p><i>Advanced Manufacturing – Ministry of Business, Innovation and Employment</i></p> <p>The Advanced Manufacturing ITP aims to increase investment to lift productivity and wages; make innovation, R&D and science work for manufacturing; attract and develop a diverse high-skilled, high-wage workforce; create a sustainable circular net-zero emissions sector; and enhance global competitiveness, connectivity and opportunities.</p> <p><i>Agritech – Ministry of Business, Innovation and Employment & Ministry of Primary Industries</i></p> <p>The Agritech ITP is centred on creating a world-leading agritech industry to establish agritech as a high-value export sector in its own right while supporting increasing the productivity and sustainability of the New Zealand primary sector.</p> <p><i>Digital Technologies – Ministry of Business, Innovation and Employment</i></p> <p>The Digital Technologies ITP aims to bring together industry and Government to drive long-term growth in the digital technologies sector, which will increase export revenue and provide high-quality jobs in the digital technologies industry. The ITP includes actions to accelerate growth in sub-sectors such as Software-as-a-Service, build our national reputation around tech and innovation, invest in digital skills, and support Māori participation in the sector.</p> <p><i>Fisheries – Fisheries NZ</i></p> <p>The Fisheries ITP has been initiated as part of reform to ensure commercial fishing is sustainable, productive, and inclusive. While the scope is currently under development, Cabinet has directed this ITP will focus on reducing the environmental impacts of fishing and increasing the value received from fisheries.</p>

	<p><i>Food and Beverage – Ministry for Primary Industries</i></p> <p>The Food and Beverage ITP will enhance the innovation and sustainable economic development potential of our food and beverage sector for the benefit of New Zealand through supporting the development of emerging food and beverage industries and products to go global and lifting the productivity and sustainability of our existing food and beverage industries.</p> <p><i>Forestry and Wood Processing – Te Uru Rākau – New Zealand Forestry Service</i></p> <p>The Forestry and Wood Processing ITP is focused on shifting the industry from producing commodity resources by increasing domestic processing, with the aim of generating high-value jobs and low carbon products in New Zealand. The ITP covers the entire forestry and wood processing supply chain.</p>
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Annex Two: National stakeholders involved in the development of the cross-agency response

- Department of Conservation
- Department of Internal Affairs
- Employment, Education and Training secretariat
- Jobs for Nature Secretariat
- Ministry for Ethnic Communities
- Ministry for Pacific Peoples
- Ministry for Primary Industries
- Ministry for Women
- Ministry of Business, Innovation and Employment*
- Ministry of Education
- Ministry of Health
- Ministry of Social Development
- Ministry of Transport
- New Zealand Qualifications Authority
- Statistics NZ
- Te Pūkenga
- Te Puni Kōkiri
- Tertiary Education Commission
- Waka Kotahi – New Zealand Transport Agency
- Whaikaha – Ministry of Disabled People
- Workforce Development Councils

***MBIE internal teams**

- Immigration Policy (Skills and Residence)
- Industry Policy (Industry Transformation Plans)
- Just Transitions
- Kānoa
- Labour Market Performance and Policy
- Skills and Employment
- Transitions Strategy (Future of Work)