

Toitū te Waiora

Workforce Development Plan 2022



TOITŪ TE WAIORA

Community, Health, Education
and Social Services

Workforce Development Council

Introduction

Established in October 2021, Toitū te Waiora, alongside the other five workforce development councils (WDCs) recently completed our establishment phase, with a focus on building capability and capacity, and we are now looking to move into the operational phase. Our industries are currently undergoing enormous reform, and human-facing services are complex. With any change management agenda, timing, good communication, and a collectively agreed plan will be important for transformational opportunities to be seen. What we have is a methodology that is proven, and with meaningful engagement, Toitū te Waiora plans to build on the insights already gathered by the Regional Skills Leadership Groups (RSLGs) and use these to co-design regional work plans with our industries over the next 6-12 months. Our approach will be guided by Te Tūāpapa, our Te Tiriti o Waitangi Cultural Framework Strategy, and our Strategic Engagement Plan.

We have looked at the available data, research, and insights gained through engagement to date, alongside the trends identified in our recent industry survey. We are seeing reoccurring themes across our industries, which are not necessarily quick wins, but more medium to long-term gains. There are many opportunities that we can explore with our industries. We want to build meaningful relationships, built upon trust, before deep diving and agreeing on a regional workforce plan moving forward.

We Want to Hear from You

Our very first Workforce Development Plan provides a high-level synopsis of the people working in the Health, Education, and Social Services sectors today. It discusses the factors shaping our future workforce and provides a framework for the actions we can take to develop that future together.

To inform this plan we have reviewed the action plans and activities that have been created by and for employers and industry groups; kaimahi and their representatives; Māori, iwi, and hapū; Pacific Peoples; disabled people; central and local government organisations; and communities across Aotearoa. The content within this plan is based on readily accessible information, as well as the insights provided by the early conversations we've begun with Iwi, Māori businesses, and other people from within our sectors.

At this early stage, it is clear there are some major factors that will likely shape the Health, Education, and Social Services sectors in the coming years. We are proposing a framework for actions to be co-created with all those involved within our sectors. This is to ensure our focus as a Workforce Development Council reflects the aspirations of our sectors, and actions are driven by people from across those sectors.

To be truly effective and turn the potential into reality, the future Workforce Development Plan needs to be driven by people who know the Health, Education, and Social Services sectors best – and that means we need to talk to you. Over the next few months, we are keen to meet you with purpose, work with you, and co-create a plan with our shared sectors at the centre.

We plan to publish our next Workforce Development Plan in mid-2023 as a collaboratively designed roadmap that will provide a clear pathway to a flourishing future.

About Toitū Te Waiora

Toitū te Waiora is the Workforce Development Council (WDC) for the community, health, education, and social services sectors. We represent a broad range of sectors including care services, youth, disability (whaikaha), education and educational support services, funeral services, and mental health and addictions services. We also cover health and social services, public order safety and regulatory services, and skin and nail therapy services. Broadly speaking



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we are about people helping people, and we are proud of the difference our sectors make in Aotearoa.

With Te Tiriti o Waitangi as our tūāpapa, we engage with industry and providers to build collaborative relationships that spark synergy and transformation to help ensure the vocational education system meets our sectors' needs. Our core goals include:

- ✘ To give Māori business and iwi a stronger voice in influencing the future direction of vocational education, ensuring they can source workers with fit-for-purpose skills who can contribute to the growing iwi- and hapū-led economy
- ✘ To uphold and model good Te Tiriti o Waitangi and Māori-Crown relationships in line with government priorities, so Māori have clear vocational pathways and can see limitless futures
- ✘ To elevate the status of learner groups with previously limited access to high-quality vocational education (particularly Māori, Pacific people, and tāngata whaikaha) - improving inclusion, content, and engagement.

We do this by working with industry and employers to understand the skills needed and informing education and training providers so they can create learning programmes that will give people relevant skills to address future workforce needs. We lead the development of industry qualifications, set industry standards, and then assess training provisions against these industry standards. Where appropriate, we set and help with capstone assessments at the end of a qualification – this helps industry standards to be consistently applied across the country and across all modes of learning, whether on the job (such as apprenticeships), on campus, or online. And we endorse vocational education programmes prior to them being approved by the New Zealand Qualifications Authority (NZQA).

Matarehu | Vision

All people in Aotearoa reach their preferred future.

Ngā Arongā | Purpose

To transform workforce development across Community, Health, Education, and Social Services, by providing industry and iwi/Māori with a strong voice and making the workforce of Aotearoa fit for today and the future.

Ngā Kawa Tūhono | Values

- ✘ **Te Tiriti** - Tino rangatiratanga of people, communities, and relationships applying Te Tiriti principles.
- ✘ **Mahi Tahi / Working together** - Applying Manaakitanga to draw us closer together.
- ✘ **Ihi Whakakoha / Respect** - Building trust through how and what we communicate.
- ✘ **Mana Orite / Equity** - Working for tino rangatiratanga outcomes, advocating for those underserved, elevating te reo Māori.
- ✘ **Whakapapa / Connection** - Understanding the context we operate in and industry pressures.
- ✘ **Me Whai Take / Efficiency** - Forward thinking, looking ahead with insight and a plan informed by data, evidence, and lived experience.
- ✘ **Reo / Communication** - Appropriate and accessible communication using the languages of our communities, championing te reo in everyday use.
- ✘ **Tika Me Te Pono / Honesty** - Leadership through service to our communities, as the kaupapa is bigger than us as individuals.
- ✘ **Kotahitanga / Consensus** - Getting to consensus in mana-enhancing ways



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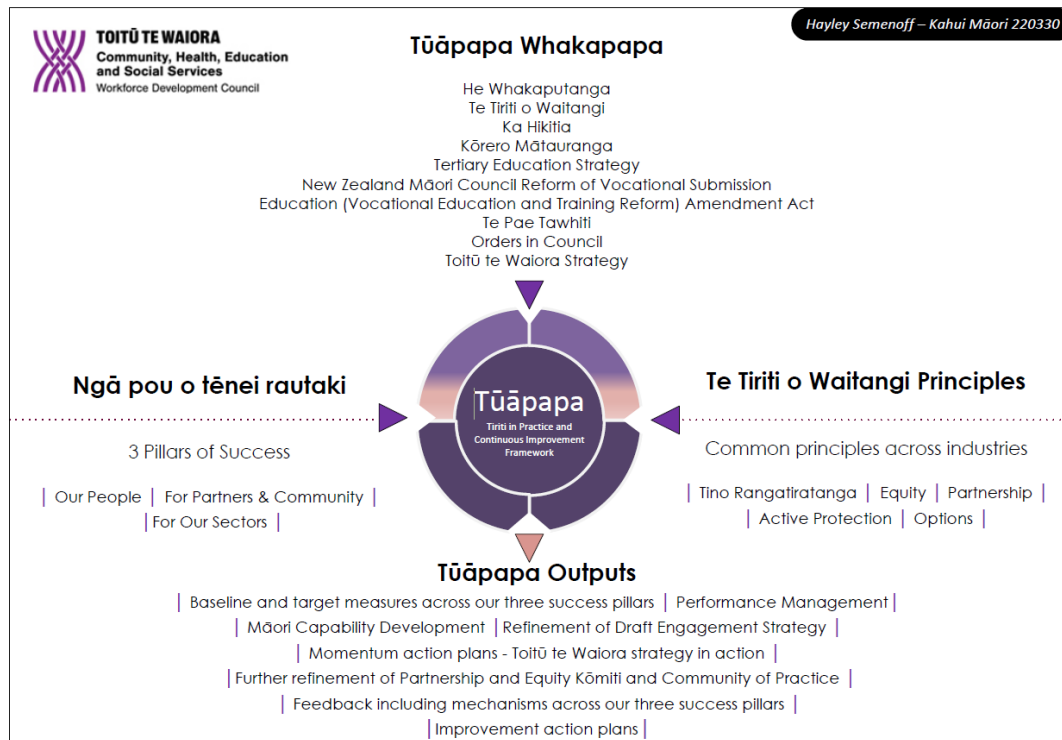
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Our Commitment to Te Tiriti o Waitangi

Te Tiriti o Waitangi holds a special place in our whakapapa and whānau. Our Tūāpapa framework ensures that Te Tiriti o Waitangi remains the foundation for our mahi. Our role is to ensure the vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development.

Te Tiriti represents a partnership and for Toitū Te Waiora that means meaningful engagement with Iwi Māori. Fortunately, Toitū te Waiora is strong in te ao Māori, and over the past 10 months Toitū te Waiora has leveraged these relationships and begun talks with iwi. Their interest in building capacity across whānau is evident and iwi have embraced the conversation and engagement with Toitū te Waiora.

The Toitū te Waiora recruitment strategy had a focus on engagement skills and an ability to open doors with iwi, industry, and communities. We come from marae, hapū, and iwi, which allows direct access to Māori leadership across the country. The Toitū te Waiora Kahui Māori Pou have begun kōrero with iwi and Māori providers across Te Tai Tokerau, Tāmaki Makaurau, Waikato-Tainui, and Manawatū/ Whanganui-ā-Tara to advocate and support greater leadership and influence across vocational education.



Data challenges

Access to accurate data is an ongoing issue, as the ANZSCO coding does not match the job codes of our industry and the different roles within them much of the data from available datasets is not accurate. This makes it hard to predict accurately how many people will be needed to fill any given occupation in the future. We don't know the answer to how many people doing a particular role (as we are a non-regulated workforce) there are currently, meaning that right now we can't accurately predict future needs. No registration means no accurate, robust way of identifying this workforce at present. Registered workforces do not have this issue to the same extent.



Our Industries

Toitū te Waiora focuses on four main industries: Community, Health, Education, and Social Services. Each industry includes a range of sub-sectors. For instance, in the health industry, the sub-sectors consist of care services, disability services, mental health, and addiction services.

We represent all the people facing services from early childhood education to aged care services and all the community services like ambulance and corrections in between. Each industry has its unique challenges and opportunities. In that context, it is important that we work together and focus on developing all parts of the Service sectors¹.

¹ Funeral Services and Urban Pest Control are excluded in the following sections because the definitions of these two sectors need to be further identified.

Key Statistics

The industries that Toitū te Waiora supports (Community, Health, Education, and Social Services) represent a significant portion of the workforce in Aotearoa-New Zealand (15.2 percent GDP). Women represent 74.3 percent of this current workforce.

Unfortunately, 40 percent of the current workforce will be of retirement age or above by 2033. With low unemployment (4.0 percent), it is a challenge to recruit staff into a workforce that is already struggling to meet demand.



Community



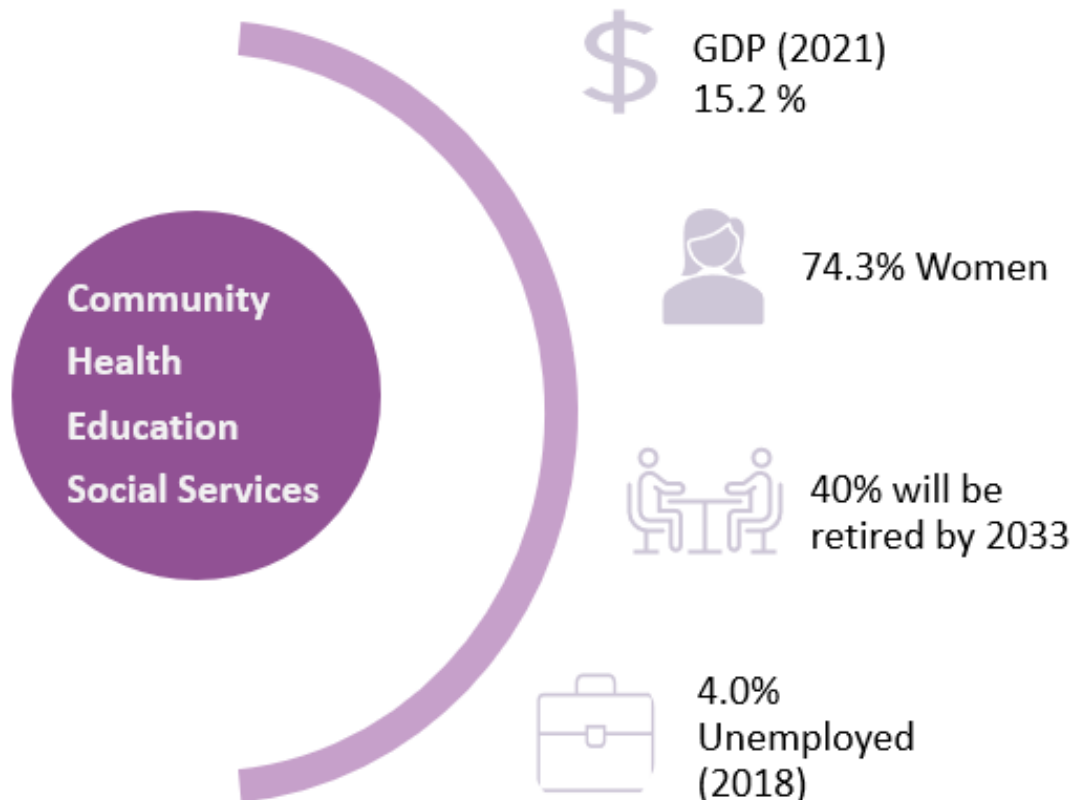
Health



Education



Social Services



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INDUSTRY SNAPSHOTS

HEALTH SERVICES (INCLUDING AMBULANCE AND PARAMEDICS)

What do we know?

- ✘ The top 5 occupations in the health sector are personal care assistant, registered nurse, aged or disabled carer, nurse manager, and general medical practitioner.
- ✘ There are 31,975 business units in the health sector in New Zealand. 23,424 are self-employed.
- ✘ Toitū te Waiora Health sector currently has four related qualifications: New Zealand Diploma in Health Science (Level 5), New Zealand Certificate in Public Health and Health Promotion (Level 5), New Zealand Certificate in Emergency Care (First Responder) (Level 3), New Zealand Diploma in Ambulance Practice (Level 5).

What's top of mind?

- ✘ The number of female workers in the Health Services sector is unknown so far.
- ✘ Health Services providers are finding it increasingly difficult to recruit a skilled workforce in New Zealand. By September 2022, there were 1,020 job vacancies on Seek website. Relevant occupancy includes Registered Nurses, caregivers, Healthcare assistants, etc.
- ✘ We are aware of the skill shortages and staff burnout across the health and social services sectors. The current crisis facing the nursing workforce of safer, more resources working conditions has led to nurses and doctors looking toward Australia, where considerably higher base salaries are offered.
- ✘ To understand this, Toitū Te Waiora has built relationships with Unions such as NZEI, PPTA, and NZNO. These have been the drivers of our engagement and focus; talking with Māori and Pacific leaders and meeting with community and education sectors. If we can provide support through micro-credentials, we can upskill the learner, which impacts the passivity of the employer and industry.
- ✘ Toitū te Waiora has also invested in Pacific whānau and Tangata Whaikaha (disability).



 50,400

GDP
\$12.8 billion

15% aged 40-44

 ?%

 Qualifications up to degree level:

Level 1-7
62.5%

Average earning 2020
\$77,880

Turnover rate 2020
10.2%

PUBLIC ORDER SAFETY & REGULATORY SERVICES

What do we know?

✘ The regulations enforced in this section are established by Acts of parliament and cover technical details that may be subject to frequent change. They are signed into law through the Cabinet Committee, Executive Council, or some other body than parliament.

✘ The GDP contribution of this section is around 12.8 billion.

✘ Fifteen percent of the workforce is aged between 40-44.

✘ Over half of the workers in this sector have Level 1-7 qualifications.

✘ Additionally, the average earning in this industry is around \$77 880, and the turnover rate in 2020 was 10.2 percent.

What's top of mind?

✘ The number of female workers in public order safety and regulatory services is unknown.

✘ There is still limited understanding regarding public order safety and regulatory services in Aotearoa. Furthermore, the employment data regarding Māori and Pacific Peoples are limited.

CARE SERVICES

What do we know?

✘ Based on the info metrics data, Care Services include Aged Care, Residential Services, other Residential Care Services, and Child Care Services.

✘ Aged Care Residential Services provides residential aged care combined with either nursing, supervisory or other types of care as required (including medical).

✘ Other Residential Care Services provide residential care (except aged care) combined with either nursing, supervisory or other types of care as required (including medical).

✘ Child Care Services include providing day care for infants or Children.

✘ The GDP contribution of this section is around 3 billion. Sixteen percent of the workforce is aged between 20-24. Most of the workers in this sector have Level 1-7 qualifications. Additionally, the average earning in this industry is around \$42,640, and the turnover rate in 2020 was 17.3%.



What's top of mind?

✘ The number of female workers in the Care Services sector is unknown so far.

✘ Care Services providers are finding it increasingly difficult to recruit skilled workforces in New Zealand. By September 2022, there were 1,020 job vacancies on the Seek website. Relevant vacancies include Registered ssssss, caregivers, Healthcare assistants, etc.

 34,347

(Residential Care Services in 2018 Census)

GDP
\$12.8 billion

Most support workers in aged care are aged 55 - 64

 ?%



Qualifications up to degree level:

Level 1-7
81%

Average earning 2022
\$42,640

Turnover rate 2020
17.3%



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DISABILITY SERVICES

What do we know?

Disability support services include community care, residential care, environmental support, Cochlear implants, Assessment, Treatment and Rehabilitation, Child development teams, and behaviour support services. On Seek website, 333 disability services jobs were posted in Community Services and Development category. The relevant job titles include Support Coordinator, Disability Support, Disability Support Worker, etc. The average hourly rate is between \$24 to \$28.

24% of the New Zealand population identify themselves as disabled. This means that disability support workers must be more flexible, skilled, and better trained.

Disability support workers are expected to gain a qualification (Level 2-4) – New Zealand Certificate in Health and Wellbeing.

What's top of mind?

There has not been much information on the demographic data, i.e., the gender composition, regarding disability services.

One of the key concerns is the impact of the ageing population on the demand for and provision of disability services (Ministry of Health, 2002).

According to the Ministry of Health (2002), Estimates of life expectancy without disability at age 65 emphasises the disparity between Māori and non-Māori. At 65, Māori males can expect an average of 7.4 years without disability and Māori

females 7.5, while non-Māori males and females can expect an average of 9.9 and 11.9 disability-free years, respectively.

The future workforce of disability services needs to be more flexible, knowledgeable, better qualified, and more responsible for the delivery of community supports.



22,000

(Careerforce)

Current budget

\$1.2 Billion

? aged 20 - 24

81.4%

Qualifications up to degree level:
Level 2-4

Average earning 2022

\$42K - \$55k



MENTAL HEALTH & ADDICTION SERVICES

What do we know?

Community teams provided the most common service for DHB clients. For non-government organisations, the most common team type was community teams, which provided services to 59% of clients. Alcohol and drug teams offered services to 26% of NGO clients.

The qualification for mental health and addiction workers needs to have a) a Level 2-4 New Zealand Certificate in Health and Wellbeing issued by NZQA or b) a qualification recognised by Careerforce. c) an overseas qualification that is equivalent to a qualification described in a- or b)

Disability support workers are expected to qualify (Level 2-5) – New Zealand Certificate in Health and Wellbeing.



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What's top of mind?



According to New Zealand Social Wellbeing Agency (2012), the planners, funders, and providers of mental health and addiction services are suggested to make better use of resources, improve the integration between primary and secondary services, build on gains for people with high needs, and deliver increased access for all age groups, focusing on infants, children, youth, older people, and adults.



An increasing number of New Zealanders seek or receive mental health services. In 2019-2020, 184 711 New Zealanders were seen by mental health and addiction services. 51% were male, and 49% were female. There will be more pressure on services and the workforce. The key is to grow the primary and community care workforce.



In 2019 and 2020, the rate of non-Māori using mental health services has risen to 47%. The rate for Māori seen by mental health services has risen from 4064,1 per 100,000 Māori population in 2008/2009 to 4733.5 in 2019/20 (a rise of 16%).



'Expanded Māori and peer workforces playing an essential role in transforming the mental health and addiction system, with recognition and active support for their roles' – Mental Health Foundation of New Zealand suggested this as an active commitment to investing in and growing the Māori and peer workforces.

10,832

(Careerforce)

Budget(2022)

\$0.1 Billion

aged 55 - 64

? %

Qualifications up to degree level:
Level 2-5

Average hourly rate (2021)
\$21.50 - \$27.00

Turnover rate 15%

5,274

(2018 Census)

GDP ?

aged 15 - 24

?%

Qualifications up to degree level:
Level 4-6

Average earning 2020
\$44k-\$60k

SKIN & NAIL THERAPY SERVICES

What do we know?



Skin and nail therapy services provide beauty services such as nail care services, facials, or applying makeup. The beauty service employed around 5,274 people in New Zealand in 2018.



In September 2022, there were 74 jobs posted on Seek relating to beauty services under the category of Trades and Services. The published job titles include Beauty Therapist and Skin Therapist. The highest hourly rate is between \$25-\$34.99.



The qualifications related to this industry include New Zealand Certificate in Nail Technology (Level 4), New Zealand Certificate in Beauty Therapy (Level 4), New Zealand Diploma in Beauty Therapy (Level 5), New Zealand Certificate in Spa Therapy (Level 5), and New Zealand Certificate in Specialised Skin Care Therapy (Level 6).

What's top of mind?



A survey of nail and beauty salons in New Zealand found that the workers lack recognised formal qualifications.



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✘ The NZ board of professional skin therapies claimed that the industry's current aesthetic abilities and qualifications limit the therapists' job opportunities. The board is keen to develop higher academic standards.

✘ There are 680 registered therapists in the New Zealand Association of Registered Beauty Therapists. However, the number of unregistered therapists is still unknown.



YOUTH SERVICES

What do we know?

- ✘ According to Infometrics, the number of Youth services workers is around 146,000. This sector contributes \$9.2 billion to NZ's GDP.
- ✘ 23% of the Youth Services workers are aged between 15-24.
- ✘ Youth services workers with qualifications (Level 1-7) are around 40%. The average salary is approximately \$49,000 in 2022.

What's top of mind?

- ✘ The gender information about the Youth Services is unknown so far.



 146,000

GDP \$9.2 Billion

23% aged 15-24



Qualifications up to degree level:
 Level 1-7
39.6%

Average earning 2022
\$49,000



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SOCIAL SERVICES

What do we know?

✘ Social Services is Toitū te Waiora's one of the three priority sectors, which was identified via the Regional Skills Leadership Group mahi.

✘ Currently, there are 71,477 social services workers, and 11.5% of them are aged between 45-49. 78.1% of them are female.

✘ Social services workers who have qualifications of Level 1-6 are around 45.4%. The percentage of workers without qualifications is 8.6%.

What's top of mind?

✘ We understand the skill shortages and understaffing in the social services sectors. The workforce is overworked and underpaid compared with other countries.

✘ A key concern is that 39% of the current Social Services workforce will be retired by 2033. It means that recruiting staff will be more difficult in ten years' time.



 71,477

GDP
\$5.9 million

11.5% aged 45 - 49

 78.1%

 Qualifications up to degree level:

Level 1-6
45.4%

Non-qualification
8.6%

Average eaming 2022

\$52,800

EDUCATION & EDUCATION SUPPORT SERVICES

What do we know?

✘ Based on the Infometrics data, there are currently 232,868 people working in the Education and Education Support Service. This sector contributes \$14.83 million to NZ's GDP. Among this group of the workforce, 11.5% of people aged between 40-44, and 74.9% are women.

✘ The top 5 occupations in the Education sector are primary school teacher, early childhood teacher, secondary school teacher, teachers' aide, and university lecturer. 33.8% of the people working in this sector have Level 1-7 qualifications. The average earning is \$59,200.


✘ Toitū te Waiora's current focus in the Education sector is Early Childhood Education. The qualifications that are expected in this section include the New Zealand Certificate in Early Childhood Education and Care (Introductory Skills) (Level 3), New Zealand Certificate in Early Childhood Education and Care (Level 4), New Zealand Diploma in Early Childhood Education and Care (Level 5), and New Zealand Diploma in Pregnancy, Childbirth and Early Parenting Education (Level 5)

 71,477

GDP
\$5.9 million

11.5% aged 45 - 49

 78.1%

 Qualifications up to degree level:

Level 1-6
45.4%

Non-qualification
8.6%

Average eaming 2022

\$52,800



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- Education and care services make up the majority of ECE providers in New Zealand. In 2019, 68 percent of licensed services were education and care services. Fourteen percent were kindergartens and home-based, and Kōhanga Reo took up 10 percent of services.



What's top of mind?

- As of 21st September 2022, we noted 237 job vacancies on Seek website. Like Health and Care services, the ECE industry suffers from severe understaffing. Reports show that ECE teachers' health is also affected.

Summary of Engagement

To improve outcomes through vocational education we are hearing from our industries that:

- You want clear pathways which enable learners to work towards higher level quals.
- We would like to see a project group tasked with creating a transition to a framework for more generic qualifications, for example, a “level 2 – 5 health and wellbeing” where learners can pick and choose micro-credentials from within our scope to be awarded a qualification once they have enough ‘credits’ at any particular level to meet that particular qualification level. Each individual micro-credential/skill standard is listed on the ROA giving employers a clear understanding of the learning they have undertaken, and they can top up if necessary. This allows for flexibility in the system for people to remain employed gain credits and continue their professional development to gain a qualification. You have told us you feel Learners shouldn't be penalised for having to navigate study with life. Flexibility in the system would encourage life-long learning and improve outcomes across our communities in every way.
- You would like more flexible entry into and exit from degrees, so if a learner completes the first year of a degree, then gets a job, a level 5 certificate is awarded (for example). There may be a need for funding within this model.
- You'd like to see the better promotion of roles and vocational training in your sectors. There just isn't enough understanding in our sectors of what is possible. Some sectors (for example Aged Care) are better at this, but other roles remain somewhat invisible to students and the public.
- You believe that all health and wellbeing level qualifications should remain fully funded for your sectors to encourage engagement and completion. To build an already limited workforce, it's important that there is funding for the qualifications that support this. Our learners have experience with life and come from backgrounds that aren't academic and are often in low-paid jobs so aren't necessarily financially secure, and usually have a host of other responsibilities that create barriers to study, and continuing the inequities already experienced by people in disadvantaged situations.



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- ✘ You'd like to see micro-credentials funded and recognised. Stackable learning sits well with our sectors as the workforce as a whole is used to having add-on training. The 'professional' roles already must do ongoing professional development for registration, meaning bite-sized learning is already well understood and accepted in the sector.

Factors Shaping our Sectors

Our workforce is changing.

Our patients / customers / clients are changing.

We must collectively respond and adapt to these changes to survive and grow and meet the needs of our population.

New Zealand's Health, Education, and Social Services sectors face a mounting challenge in a world with growing inequity, with an aging workforce and population, and changing demographics. The arrival of COVID-19 has accelerated the already widening gap between the most well off, and the most disadvantaged.

Aside from the impacts of the pandemic and widespread lockdowns, New Zealand's workplaces and workforce are evolving rapidly across our sectors/industries with many factors influencing who is working, what we're doing, why we are doing it, and how. The way the public interacts and engages with our industries tells a story and through the identification of these factors and how they may play out, we can better understand what is needed to transform the workforce.

For the purposes of our first Workforce Development Plan, we've used what we know from those most experienced in their fields within current relationships, as well as early kōrero with new relationships across organisations we are engaging, to capture key themes and aspirations.

Everything is connected – particularly across our sectors – and we want to find a way to connect the dots and see the real picture lying beneath.

We want to hear from you, our workforce, so we can make sure the challenges and opportunities you face are seriously considered when decisions around vocational education are being made. If you haven't heard from us yet, please get in touch. We need everyone to get involved.

Initial Actions

Following we have mapped out our first steps in addressing the challenges faced by our sectors. None of us can achieve the best possible future for our tamariki and mokopuna on our own, so we will be working with you along the journey forward to:

- ✘ Support Industries to give effect to Te Tiriti o Waitangi.
- ✘ Develop skills and knowledge to lead and succeed at, all stages of learners' careers.
- ✘ Explore the systems changes needed within industry, education, and training system to be effective and equitable for Māori, Pacific Peoples, and Tāngata Whaikaha.
- ✘ Support the development of qualifications on mātauranga Māori and Te Reo Māori.
- ✘ Develop positive case studies that showcase the success of employers /business owners in various employment and training programmes.
- ✘ Incorporate Te Ao Māori values and community-designed success measures into monitoring and evaluating how well we are engaging with our industries, Iwi and Māori.
- ✘ Improve on workforce data collection.



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- ✘ Research incentives and barriers for industry providing flexible working arrangements.
- ✘ Track and interpret the challenges and opportunities to inform planning for changes to industry needs. Ensure that new products and services are sustainable and can adapt to today's needs and tomorrow's challenges.
- ✘ Provide context to plan effectively for the workforce, build on data and digital technology.
- ✘ Engage further to robustly define the short, medium, and long-term workforce needs.
- ✘ Identify and support the actions different parts of the system need to take to achieve more equitable outcomes for Māori, Pacific, and Tāngata Whaikaha.
- ✘ Work with partners on opportunities to help Māori businesses succeed and improve employment outcomes for Māori.
- ✘ Advocate for workplaces to have good conditions and be free from discrimination.
- ✘ Shift mindsets from traditional qualifications to a focus on transferable skills and skills bridging. This will help to progress kaimahi through higher skilled and higher paid employment and provide sustainability for both businesses and organisations.

Looking to the Future

Conceptualizing the future. In this vision of the future, a community-driven, multisector health ecosystem seeks to ensure every person in Aotearoa has the opportunity to thrive. The role of Health, Social Services, Community, and Education as stewards of population wellbeing will remain unchanged, guiding the disparate systems that influence the nation's health, such as transportation, agriculture, and housing. Leaders across our sectors will serve as principal strategists of their communities, forming partnerships across all sectors and setting goals to improve community wellbeing, inspiring investment from local businesses and others. Shared community indicators will serve as benchmarks to evaluate performance against goals and hold leaders accountable.



Shared community indicators will serve as benchmarks to evaluate performance against goals and hold leaders accountable.

This plan further explores this vision through mutually reinforcing dimensions, and aims to help industry leaders identify what steps they should take here and now to reach this vision for the future:

1. Ecosystem partners working toward a unified goal: Our agencies will be integrated partners working closely with private and non-profit sectors. Investment in health, education, and other wellbeing strategies will be a well-established business imperative.
 - ✘ We can start this work together nurturing new relationships with ecosystem partners. These partnerships can strive to improve processes, innovate, and strengthen collaborative infrastructures across offices and agencies.



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2. Funding and incentives aligned with addressing inequities, bringing Te Tiriti o Waitangi lens to education, health promotion, and wellness: Future funding models will include blended and braided mechanisms to streamline a patchwork system; private equity funding and social impact investing; community development agencies; and environment, social, and governance goals.
 - ✘ Industry leaders can start by leveraging existing and untapped funding sources, incentivising workforce personal commitment to prevention, and ensuring Te Tiriti o Waitangi is embedded throughout organisational systems.
3. Shared data across sectors in real-time: Future data systems will enable cross-sector, real-time data-sharing. A nationally established vision will articulate the architecture and data standards, and each state will require a data governance organisation to oversee data collection. Ecosystem partners will use community wellbeing indicators to address the root causes of poor outcomes. And leaders will combine surveillance data with real-world and non-traditional data sources, such as internet search terms, which can be used for predictive data analytics and population outcomes monitoring.
 - ✘ Industry leaders can harness real-world and non-traditional data solutions, join growing networks for real-time data sharing, leverage existing research tools, and extend the reach of current resources through automation.
4. A shared value proposition: Shared value is created by ecosystem partners investing collaboratively in community outcomes and is based on timely and transparent evaluation and measurement of initiatives. Honest communication will be critical to defining shared value, and community codesign will generate shared stewardship and strengthen trust.
 - ✘ You as industry leaders can quantify the business case for investment in business models that support the reduction of inequity, include community members in decision-making from the start, combat mis- and disinformation like a national security threat, and borrow from the commercial sector to employ effective communications strategies.
5. A resilient, robust, and multidisciplinary workforce. The future workforce across our sectors will be racially and ethnically diverse and include a broader skill set base, such as data analysis expertise and improved ability to connect with and explain concepts to the public. Health and social wellbeing will also be incorporated into education, creating a career path that begins early.
 - ✘ Industry leaders should invest in the workforce capacity, extend the workforce by leveraging the gig economy, for example, and upskill that workforce through micro credentialling and other pathways to higher qualifications. Education providers can generate cross-disciplinary training programs in fields such as engineering and business to increase interest in and awareness of health as a central requirement to prosperity.
6. A future centred around equitable outcomes. Achieving health equity requires closing the opportunity gap; placing equity at the centre of our shared goals; incorporating equity measures into community initiatives from the start; and infusing diversity, equity, and inclusion into the workforce. You as industry leaders cannot tackle equity alone, but you have a significant part to play.
 - ✘ You can start by empowering community partners to lead change, building outcome equity metrics into funding and national guidelines, and galvanizing communities to advocate for equitable fiscal policy as a national imperative.



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