

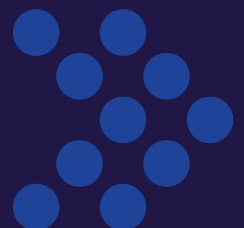
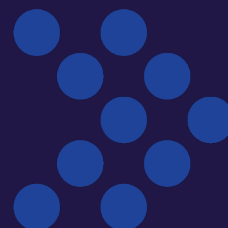
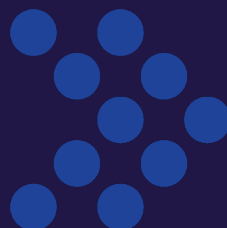
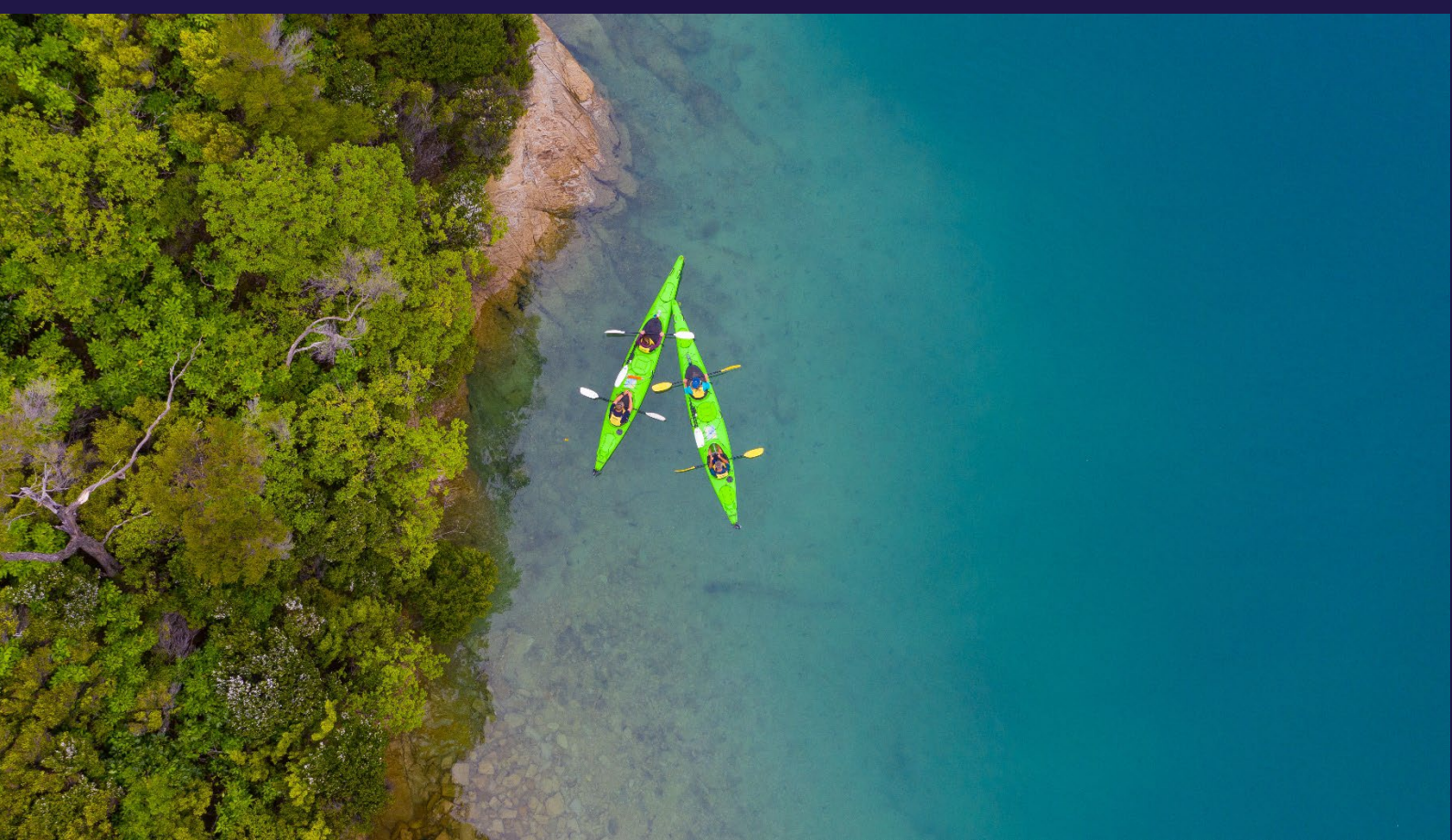


# REGIONAL SKILLS LEADERSHIP GROUPS.

Marlborough Regional Workforce Plan

## Consultation Document

Closes 5pm 14 March 2022



# Introduction to our consultation document

The Marlborough Regional Skills Leadership Group (RSLG) was appointed by Government to identify and support better ways of meeting future skills and workforce needs in the Marlborough region. Functioning independently, the Marlborough RSLG is locally based and regionally enabled. You can find out more about us at: <https://www.mbie.govt.nz/business-and-employment/employment-and-skills/regional-skills-leadership-groups/marlborough/>

***This document reflects the views of the Marlborough Regional Skills Leadership Group and is not reflective of the Ministry of Business, Innovation and Employment (MBIE) or government policy.***

## **Our mandate**

The RSLG is developing a Regional Workforce Plan for Marlborough. This plan will highlight labour supply and demand trends for Marlborough and identify where change is needed to achieve a highly skilled and coordinated regional labour market.

We acknowledge that issues, such as accommodation and housing, can impact on a firm's ability to hire and retain staff, but these wider issues are not in scope of the work of the RSLG. Similarly, digital skills are in scope of our work, but access to rural broadband is not. The RSLG supports the mahi of the groups that are working on these issues.

## **What we have done to date**

Since the group's establishment in September 2021, we have been engaging with key stakeholders across the region about our vision for the future and the challenges and opportunities for Marlborough. You can learn more about the mahi already underway through this document.

We are working closely with the Marlborough District Council as they develop the Economic Wellbeing Strategy. Through our joint stakeholder workshops, we have tested ideas with over 200 stakeholders and this document reflects what we have heard from you already.

## **Next steps**

This consultation document is an opportunity for you to provide feedback on our thinking to date. We want to make sure we have identified the right challenges and opportunities and what actions should be included in the plan.

Your views and feedback will be used to help us with proposals in the final Regional Workforce Plan, which will be used by the local community and industry. Our education, welfare and immigration agencies along with other government department looking at workforce issues, will use the reports of the RSLG to understand future workforce needs.

**This is a consultation document and not the final Regional Workforce Plan.**

## **How to have your say**

We are seeking feedback until 14 March 2022.

We are asking for feedback through targeted engagement and via written feedback. You can provide your written feedback to: [\*\*MarlboroughRSLG@mbie.govt.nz\*\*](mailto:MarlboroughRSLG@mbie.govt.nz)

Your views and feedback will be used to help us develop the final Marlborough Regional Workforce Plan, which will be publicly available in July 2022.

## Official Information Act and Privacy

We do not intend to proactively release any submission, but by making a submission we may include the information provided in the final plan.

Submissions remain subject to request under the Official Information Act 1982. Please set out clearly in the cover letter or e-mail accompanying your submission if you have any objection to the release of any information in the submission. In particular, please specify which parts you consider should be withheld, together with the reasons for withholding the information. MBIE will take such objections into account and consult with submitters when responding to requests under the Official Information Act 1982.

### Private information

The Privacy Act 2020 establishes certain principles with respect to the collection, use and disclosure of information about individuals by various agencies, including MBIE. Any personal information you supply to MBIE in the course of making a submission will only be used for the purpose of assisting in the development of the Regional Workforce Plan. Please clearly indicate in the cover letter or e-mail accompanying your submission if you do not wish your name, or any other personal information, to be included in any summary of submissions that MBIE may publish.

**If you have any questions or want to provide feedback on the plan, please contact us at: [MarlboroughRSLG@mbie.govt.nz](mailto:MarlboroughRSLG@mbie.govt.nz)**

*Cover photo credit: MarlboroughNZ*

## How to respond to this consultation document

### Key questions within our consultation document

We have some key questions for you as well as some focus area/sector specific questions. We would appreciate if you could respond to our key questions as well as the focus area/sector questions that are relevant for you.

1. Do you agree with our vision for the future of Marlborough and the outcomes and pathways to get there?
2. Have we prioritised the right sectors?
3. What other barriers to employment exist?
4. How could sectors leverage their workforce and skills to collaborate across Marlborough?
5. Where do you think skill shortages and surpluses will be in the future?
6. Do you think that we currently have the right training in Marlborough that fits the needs of industry and learners? If not, what else needs to be on offer?
7. What role do you see the RSLG playing in the implementation of this plan?

# Our vision for the future of Marlborough

Building from where we are now, this is the RSLG's vision for the future of the Marlborough workforce over a 15-year horizon.

Our mission statement:	<b>Advance our future workforce together</b>  We have a productive and resilient Marlborough economy that is well resourced by its workforce, skills, training and talent.
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## The outcomes we want:

### 1. A resilient, sustainable economy and workforce

- Everyone is enabled to participate fully in the labour market.
- We recognise and respect the importance of the whenua and taio (the land and our natural world) to our identity and our economy.
- The workforce and local industry are multi-skilled and adaptable to change.

### 2. An enabled Māori economy

- We are connected and working towards the aspirations of the Te Taihū Intergenerational Strategy – Tūpuna Pono: To Be Good Ancestors.
- We are working in partnership with iwi/Māori and supporting their aspirations and objectives.

## The pathways to get there:

- ❖ **Diverse opportunities for meaningful employment**
  - Our workforce supports a diversified and productive economy
  - A wide range of flexible employment opportunities to attract people from diverse backgrounds.
  - Businesses offer career pathways and development supported by training options offered locally, either in person or online.
- ❖ **Equitable workplaces**
  - We have modern and equitable workplaces so that everyone is able to achieve their potential.
  - We have inclusive workplaces that are culturally sensitive and age friendly.
  - We have equitable workplaces that empower and value our people.
  - Local employers are supported to invest in upskilling and retraining their workforce.
- ❖ **People are attracted to live and work in and from Marlborough**
  - People see the opportunities in Marlborough and want to live here.
  - We have an inclusive community that enables all people to thrive, including older workers, new arrivals and young people.
  - We have the connectivity and infrastructure to work and do business across the country and the world.
  - We have a 21<sup>st</sup> century education system that supports lifelong learning.

## Actions to be developed for the Regional Workforce Plan



The tools of the RSLG to effect change are influence, leadership, collaboration and coordination.

The Regional Workforce Plan will include a range of measurable actions and what the region's training needs are. When thinking about what sorts of actions we will include in our action plan, we anticipate that actions will fall into one of three areas:

- 1. What is the right mix of training for Marlborough?**

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- 2. What needs to be done over the next 1-2 years – to both address immediate issues and to set us up for success over the longer term?**

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- 3. What needs to be done in the longer term (5+ years) to ensure that we achieve our aspirations and to ensure that we have a workforce with skills for the future?**

There will be a mix of actions for the RSLG itself, and also for other parties. Given our tools of leadership and influence, we are working to understand what our role is in achieving these actions.

This consultation document includes some high-level actions that our stakeholders have identified already. We would like to hear from you about these, including how you would prioritise the actions, if there is anything else you think needs to be included, and what role the RSLG should take.

### How we will be measuring the actions

We will be drawing on the work of the Te Tauihu Intergenerational Strategy's wellbeing indicators and evaluation framework. You can read more about this here: [Measuring outcomes in Te Tauihu](#)

## We have identified some overarching labour market challenges and opportunities for Marlborough

From our research and stakeholder engagement we have identified the following labour market challenges for the region.

### We have longstanding labour and skills shortages, that are difficult to fill...

Some workplaces struggle to hire for skilled roles and within some sectors there are huge seasonal demands for labour, such as within the wine industry and vintage.

We can find it hard to attract people to the region from within New Zealand because of a lack of housing, negative perceptions about secondary schooling, and lack of childcare.

Some sectors find it hard to attract locals to jobs because career pathways are not clear and some people in the community have a negative perspective of the work and/or are not aware of the opportunities. This is exacerbated by a disconnect between schools and industry.

We have traditionally relied on migrant workers to meet skills and labour demands and COVID-19 has shown there is a real risk associated with this.

## Our workforce is aging...

The proportion of people within the traditional working age population is shrinking. By 2038 30% of us will be over the age of 65 (an extra 7,000 people in this age group, in a period where our population is only expected to grow by about 10,000 people).<sup>1</sup> This will constrain the available workforce and put more pressure on it as the number of jobs grows.

This age group has not grown up with technology and often struggle with it. This has led to an increase in the number of older people who are gradually getting cut off from day-to-day services. It can also impact people as some jobs require applicants to use technology to apply for the role or require proficiency with technology for the role.

## Some people in Marlborough would like to be more engaged with the labour market...

There are a number of people in Marlborough who would like to be more engaged with the labour market than they currently are. Even though we have a low unemployment rate, our high underutilisation rate (12%) suggests that there is untapped potential in our labour market.<sup>2</sup>

Nationally, the occupations with high rates of underemployment are community and personal service workers, sales and those involved in physical labouring.<sup>3</sup> The groups who are more likely to be underutilised include people with disabilities, women, young people and Māori. The Government's Employment Strategy recognises these groups as needing particular focus because they consistently experience poor labour market outcomes.

**Underutilisation** includes those that are working part time and would like to work more (underemployed), the unemployed and people that would like to engage in the labour market.

If we take an expanded view of our untapped potential, there are also people working full time (30 + hours) who would like to work more and are not included in the 12% underutilisation rate.

We have heard from older workers, younger workers and people with disabilities that flexible work arrangements and employers working with their employees is key to getting these groups of people engaged in the workforce. Perceived lack of flexibility can be a barrier to people engaging with the labour market.

### *Potential barriers to being fully engaged in the labour market*

- ❖ How the job is structured (not enough hours on offer, 4 days on 4 days off in many health roles – 32 hours, or only offering full time roles that do not suit people that require more flexible arrangements).
- ❖ A skills gap, with people not having the skills for the available jobs.
- ❖ Lack of childcare means people cannot work full time or even part time hours.
- ❖ Pre-employment conditions such as lack of transport or criminal/drug testing.
- ❖ Lack of fast internet connectivity in parts of the region means some people who live rurally are unable to work from home.

### *Underutilisation has negative impacts on people and the workforce*

- ❖ Many Marlborough workplaces need more workers, however, some people in our region would like to be more engaged with the workplace.

<sup>1</sup> Stats NZ Population estimates by regional council – using a base of 2018 population

<sup>2</sup> Stats NZ – Household Labour Force Survey September 2021

<sup>3</sup> Characterising New Zealand's Underutilised Workforce – AUT/NZ Work Research Centre – August 2019

- ❖ People with disabilities, women, young people and Māori are more likely to be underutilised.<sup>4</sup>
- ❖ Being unemployed or underemployed has a negative impact on people's lives as they struggle to meet everyday costs.<sup>5</sup>

### **While our qualification levels are improving, a lot of people work in low skilled roles...**

As a region we have a high number of people working in unskilled and low skilled jobs.<sup>6</sup> With 16% of people working in unskilled jobs, this is higher than the national average of 13%. Alongside Nelson-Tasman, Tairāwhiti and Hawke's Bay we have the highest proportion of unskilled roles. Conversely, whilst not too far from the national average, we have the lowest share of highly skilled workers (35.6%) nationally.<sup>7</sup>

#### *Qualification levels (2018)*

	Marlborough	Marlborough- Māori
<i>No qualification</i>	22%	27%
<i>Levels 1-3 (certificate level)</i>	33%	43%
<i>Level 4-6 (certificate &amp; diploma)</i>	21%	21%
<i>Level 7+ (degree plus+)</i>	15%	8%

While we are less qualified than the national average, our qualification rates are roughly the same as Nelson-Tasman.<sup>8</sup> Our rates have also been improving over time, which is encouraging and is in line with the national trend towards a more highly educated population. Qualification levels for Māori are below the overall Marlborough rates but have also improved over the past 15 years.

### **We have a low median wage...**

Living wage in Aotearoa is \$22.75 per hour (compared to the minimum wage of \$20 per hour). If someone works 30 hours per week all year and earns the living wage, their yearly income would be \$34,500.

The median wage in Marlborough is \$41,860.<sup>9</sup> This is compared to the national median wage of \$48,750. Southland Mirihiku has a median wage of \$48,000 and Tasman is \$41,090.

For our top employing industries, the median wage for all roles (both full time and those working part time or part of the year) for salaried and self-employed workers is lower than New Zealand average.

<sup>4</sup> Characterising New Zealand's Underutilised Workforce – AUT/NZ Work Research Centre – August 2019

<sup>5</sup> Characterising New Zealand's Underutilised Workforce – AUT/NZ Work Research Centre – August 2019

<sup>6</sup> We acknowledge that the language is emotive, but use the definitions of unskilled, low skilled etc as a way of comparison.

<sup>7</sup> MBIE detailed regional employment estimates 2021

<sup>8</sup> Stats NZ, Highest qualification and ethnic group (grouped total responses) by age group and sex, for the census usually resident population count aged 15 years and over, 2006, 2013, and 2018 Censuses

<sup>9</sup> Stats NZ - Main earnings source, by industry (NZSIOC) 2020 tax year *Median wage is simply the middle number – i.e. half of people earn less than this and half earn more.*

### Median main earning by industry 2020<sup>10</sup>

	Marlborough	New Zealand
<i>Agriculture, forestry &amp; fishing</i>	\$29,900	\$36,630
<i>Manufacturing</i>	\$47,970	\$55,120
<i>Retail trade &amp; accommodation</i>	\$29,400	\$29,510
<i>Construction</i>	\$53,850	\$55,340
<i>Healthcare &amp; social assistance</i>	\$46,960	\$51,110

You can find out more information about Marlborough's labour and skills situation [here](#).

## Rationale for our focus areas

We have identified our focus areas by considering where there is already action underway, where there is a labour or skills need, whether it helps people get more engaged with the labour market and whether the opportunity is time critical (such as the school rebuild). For our first Regional Workforce Plan, we have identified the following key sectors to focus on:

- ❖ Aged care (action already underway, labour and skills shortages, underemployment, time critical)
- ❖ Aquaculture (labour and skills shortages)
- ❖ Aviation (skills needs and time critical)
- ❖ Building and construction (action already underway, labour and skills shortages, time critical)
- ❖ Wine industry (labour and skills shortages and time critical)

Underpinning our focus sectors is a platform of expert manufacturing. Manufacturing has helped us move from a primary focused region and is going to be of ongoing importance as the uptake of technology continues and we look to export our intellectual property. Manufacturing also has had ongoing struggles to recruit people with the right skills. When considering our focus sectors, we will also be looking at how manufacturing contributes to that sector and if there are any skills and labour considerations for us to address.

We will update Marlborough's Regional Workforce Plan on an annual basis. Future plans will explore other sectors that are important contributors to jobs and GDP, such as tourism, hospitality and forestry.

<sup>10</sup> Stats NZ - Main earnings source, by industry (NZSIIOC) 2020 tax year



## Summary of our challenges, opportunities and proposed actions

Focus area	Key challenges/opportunities	Proposed high-level actions (to be tested)
<b>Rangatahi</b>	<ol style="list-style-type: none"> <li>1. Low NCEA achievement rates for some of our students can affect career and future life outcomes.</li> <li>2. Concern around growing anxiety and mental health amongst this age group and its impact on people's ability to participate in the labour market.</li> <li>3. Young people identify the transition from school to employment as a key challenge. They tell us that opportunities within the region are not always evident – both study and career pathways.</li> </ol>	<ol style="list-style-type: none"> <li>1. Mental health - improve support/communication from schools.</li> <li>2. Transition from school to employment – improve advertising of jobs and community support; university planning and understanding; more information about local careers, work experience opportunities and alternatives to university.</li> <li>3. Cultural growth – tackle racial inequality; improve social connectedness.</li> </ol>
<b>Māori</b>	<ol style="list-style-type: none"> <li>1. Outcomes are not what they should be.</li> <li>2. Limited regional data.</li> <li>3. Growing number of iwi/Māori businesses.</li> <li>4. Opportunity to connect into the Te Taihū Intergenerational Strategy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Connecting into the work of the Te Taihū Intergenerational Strategy:</li> <li>2. The Oceans Economy Strategy - we can support this through the development of the skills component.</li> <li>3. Building a knowledge economy – we can support this by making sure we have a world class education system that encourages lifelong learning.</li> <li>4. Improving regional service provision and equity for education, employment and training.</li> <li>5. Workforce re-training, re-deployment and lifelong learning initiatives.</li> <li>6. Strong need for Māori/iwi data for Te Taihū to ensure that there is an evidence base for interventions.</li> </ol>
<b>Wine</b>	<ol style="list-style-type: none"> <li>1. There is a limited labour pool of experienced local workers.</li> <li>2. There is competition between employers to employ and retain staff.</li> <li>3. Many key seasonal tasks are heavily reliant on temporary and transient labour.</li> <li>4. The lack of residential accommodation and transport is seen as a challenge, particularly for permanent and local casual workers.</li> <li>5. Growers require innovation in mechanisation and an efficient and experienced workforce to maintain the economic benefit for Marlborough.</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategy for meeting challenges to achieve anticipated growth.</li> <li>2. Mechanisation – increase in mechanisation on vineyard.</li> <li>3. Recruitment – the importance of returning workers as a highly valued recruitment method.</li> </ol>
<b>Aged residential care</b>	<ol style="list-style-type: none"> <li>1. Hard to recruit staff (both skills and semiskilled).</li> <li>2. High turnover rates for some roles.</li> <li>3. There are negative perceptions about the work and conditions.</li> <li>4. There are limited training options locally for some roles.</li> </ol>	<ol style="list-style-type: none"> <li>1. Perceptions of the industry need to be improved to assist with retention and attraction of staff and to showcase the sector to people in the region.</li> <li>2. The need for a regional recruitment strategy to help with attracting people to the sector and to Marlborough. The need to connect this to training was also identified.</li> </ol>

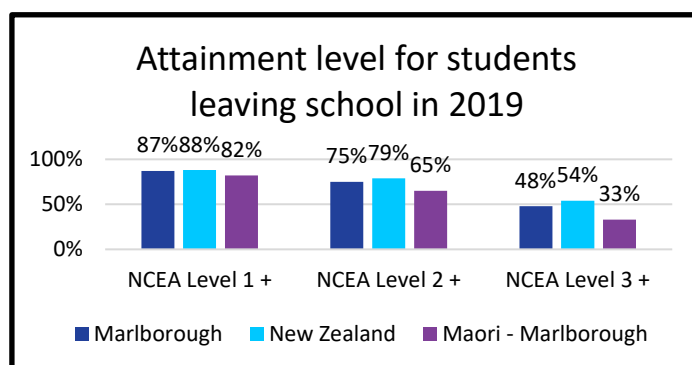
	<ol style="list-style-type: none"> <li>5. There is a need to make the most of existing staff through full time employment and training people to the top of scope – an opportunity to address underutilisation.</li> <li>6. Demand for workforce to increase.</li> </ol>	<ol style="list-style-type: none"> <li>3. Improve career pathways within the sector to support people to upskill and advance and in their careers.</li> <li>4. Engaging rangatahi and schools to create connections and showcase opportunities between schools and care homes.</li> <li>5. Pay and conditions; opportunity to look at how roles are structured and to include staff in planning rosters. Also, raised enforcement of employment rights and extra workplace rewards.</li> </ol>
<b>Construction</b>	<ol style="list-style-type: none"> <li>1. Current high demand for workers due to upcoming projects.</li> <li>2. Meeting demand is time critical to ensure that projects proceed.</li> <li>3. Existing work underway with industry around barriers to employment and opportunities to address skills shortages.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased collaboration across the industry and large projects to coordinate labour requirements.</li> <li>2. Establish an accommodation co-ordinator to assist contractors requiring worker accommodation.</li> <li>3. Working group to investigate opportunities for providing infrastructure and construction training in the region. Further research involving local youth and whānau be undertaken to identify their needs and ideas for engaging in regional industry training.</li> <li>4. Promotion of the region as a place to live and work in the sector.</li> <li>5. RSLG to support project groups formed.</li> </ol>
<b>Aquaculture</b>	<ol style="list-style-type: none"> <li>1. Current and longstanding skills and labour shortages across the different roles in the sector.</li> <li>2. Growth plans that will require some higher skilled workers and more labour.</li> <li>3. Some roles historically filled by migrant workers. COVID-19 border restrictions have highlighted risks associated with this. Sector acknowledges that there is a need to change the approach to migrant workers.</li> <li>4. Opportunity for more coordination and labour market planning at a sector level.</li> </ol>	<i>To be discussed with industry as part of consultation.</i>
<b>Aviation</b>	<ol style="list-style-type: none"> <li>1. Limited visibility of the sector in Marlborough.</li> <li>2. Changing requirements for the types of planes being serviced in Marlborough will change the skills required.</li> <li>3. Location of aviation engineering course impacts the students that can participate.</li> </ol>	<ol style="list-style-type: none"> <li>1. The need for an aviation steering group that works toward strategic goals over the longer time period, including the supporting workforce and training for the jobs of the future.</li> <li>2. Explore the opportunity to make us a hub for electric aviation.</li> <li>3. Support career pathways for rangatahi into training in the sector.</li> <li>4. Support efforts to enable more people to study NMIT's aviation engineering course.</li> <li>5. Improved visibility in the region to increase awareness of the opportunities in the sector.</li> </ol>

## Outcome one: A resilient, sustainable economy and workforce focus on rangatahi

Our tamariki and rangatahi are more culturally and ethnically diverse and as such they have different perceptions and expectations about work and training. A 2021 youth hui identified the importance of culture and the environment to our young people.<sup>11</sup>

We have about 7,000 students (years 1 to 13).<sup>12</sup>

Of our students, about 450 Marlborough students leave school each year. Thirteen percent leave without NCEA level 1.<sup>13</sup>



### Transitions to employment

*Half of our school leavers go onto further education within one year of leaving school*

Of those that go into education, half go onto university and 35% enrol at an Industry Training Organisation.<sup>14</sup> We can assume that most of those who enrol into university are leaving the region.

For Marlborough school leavers, engineering, mixed fields, architecture & building and society & culture are the most popular fields of study across all levels of study.<sup>15</sup>

*Half of our young people either go straight into employment or are not engaged with training or education*

Four thousand young people (aged 15 to 24) are in employment (this also includes people studying and working). There are about 300 people aged 18 to 24 on MSD main benefits.<sup>16</sup> About 10% of young people are Not in Employment Education or Training (NEET).

Retail trade (18%) and Accommodation and Food Services (17%) are the key employing sectors for people aged 15 to 24.<sup>17</sup>

### What are the challenges and opportunities for this age group?

Young people were identified as a priority group in the Government's Employment Strategy as they have been amongst the highest level of unemployment and non-participation in education or training of all age groups. Early education, training and employment experiences have long lasting effects on wages later in life, adult employment and life satisfaction.<sup>18</sup>

<sup>11</sup> Marlborough Youth Hui - 2021

<sup>12</sup> Education Counts – Marlborough Region – Region Summary accessed 6/12/21

<sup>13</sup> Education Counts – Marlborough Region – School Qualifications – accessed 6/12/21

<sup>14</sup> Education Counts

<sup>15</sup> Stats NZ Census 2018

<sup>16</sup> Quarterly benefit fact sheet Regional Council Tables – September 2021

<sup>17</sup> Occupation (major group) and industry (division) by age group and sex, for the employed census usually resident population count aged 15 years and over, 2006, 2013 and 2018 Censuses (RC, TA, DHB)

<sup>18</sup> Youth Employment Strategy: Setting our young people on a strong pathway to fulfilling working lives

Locally we have heard that:

- ❖ **Low NCEA achievement rates** for some of our students can affect career and future life outcomes.
- ❖ Concern around **growing anxiety** and mental health amongst this age group impacts on people's ability to participate in the labour market.
- ❖ Young people identify the **transition from school to employment** as a key challenge. They tell us that opportunities within the region are not always evident – both study and career pathways.

## Actions

At a national level, the RSLG is connected into the work of the Youth Employment Action Plan: <https://www.mbie.govt.nz/dmsdocument/6613-our-youth-employment-action-plan>. It identifies actions to improve young people's building blocks for success, to support young people to make informed choices through complexity, and to overcome barriers to employment.

At a 2021 Youth hui, Marlborough youth identified the following priority areas for action:

- ❖ Mental health - improve support/communication from schools.
- ❖ Transition from school to employment – improve advertising of jobs and community support; university planning and understanding; more information about local careers, work experience opportunities and alternatives to university.
- ❖ Cultural growth – tackle racial inequality; improve social connectedness.

Older workers, when surveyed in 2019, said the biggest barrier to employment was not knowing what is available. Similar to rangatahi, they wanted better information about jobs available and employer/community support for older workers, particularly for part-time work and/or flexible working arrangements. Improvements in these areas could benefit multiple groups: including older workers, new arrivals, young people and parents returning to the workforce.

- ! *We note that the national Older Workers Employment Action Plan is currently under development. We will review the Action Plan once it is released and create linkages where appropriate.*

## Progress

In mid-2020, the interim Regional Skills Leadership Group (iRSLG) was established to help Marlborough through the developing Covid crisis. Our region took some hits, notably in our tourism/hospitality sectors, but the group soon realised that Marlborough's challenge was not increasing unemployment but an emerging labour crisis. Our region needs all available hands as it faces significant growth in construction, viticulture, retirement, forestry, aquaculture and, hopefully again, our tourism sector.

- After identifying a concern from rangatahi around a lack of jobs, the group supported the "We're Still Hiring" youth job expo in late 2020. This was attended by over 100 young people resulting in a number of people getting into employment.
- To communicate these issues both regionally and with central government, the iRSLG produced six Local Insights Reports and a newsletter for stakeholders.
- The iRSLG also worked with the Marlborough Express/Stuff to develop the Got Work/Want Work series, which produced an opinion piece on under-employment and articles highlighting:
  - "Silently disengaged" young people looking to connect with the labour market
  - 'Speed dating' for a job at a Marlborough Hiring Day
  - Job opportunities with small businesses
  - Mismatch between people looking for work and employers still looking for workers

- Apprenticeship opportunities in building and construction
- To ensure that people have the opportunity to upskill the iRSLG worked with training providers to make sure the required training is on offer.

More recently the RSLG has been part of a Smart+Connected Labour & Skills working group with government, community and industry, surveying Marlborough employers about flexible work options.

The RSLG is working with local education and training providers, community groups, and the Ministry of Education to identify options for rangatahi affected by the closure of Community Colleges New Zealand (Comcol) in Blenheim. Comcol is the only provider of Youth Guarantee training (NCEA tertiary training for youth, without fees) in the region. The closure has the potential to have wide effects for rangatahi who access these courses.

**Questions for stakeholders**

What are the top challenges and opportunities for young people in Marlborough?  
What sort of actions would make the most impact to the lives of our rangatahi?  
Where should the RSLG prioritise its focus?

## Outcome two: Enabled Māori Economy

Integral to Marlborough's success is enabling our Māori economy and people. Māori represent 13% of Marlborough's population and this is expected to grow to about 25% in the next 15 years. Across Te Taihū we have eight post settlement iwi that are well established and have growing investment portfolios and interests in the region.

We acknowledge that outcomes for Māori in our region are not what they should be. Māori are overrepresented in our unemployment, underutilisation statistics and have poorer education and health outcomes. We have heard from Te Kotahi o Te Taihū Trust that some whānau are struggling due to the impacts of COVID-19 and longer-term systemic issues. We have been challenged to think beyond equity and to be part of the effort to enable Māori people and businesses to thrive.

In our work, we will be connected and working towards the aspirations of the Te Taihū Intergenerational Strategy – Tūpuna Pono: To Be Good Ancestors. The strategy identifies intergenerational outcomes which relate to our people and workforces (you can read more about it at: <https://www.tetaihu.nz/>).

We acknowledge the mahi and leadership in the development of the strategy. We see the work of the RSLG and our aspirations for the future of Marlborough complementing the aspirations of the strategy.

The strategy identifies a wellbeing framework with seven intergenerational outcome dimensions that describe wellbeing in Te Taihū. The improvement of any one of these outcomes is taken to constitute an improvement in wellbeing. The work of the RSLG connects into the outcomes of Mātauranga – Knowledge, Tangata – People and communities and Te Taihūtangata – Identity, and also contributes to the outcome of Puta – Economy. The RSLG intends to measure itself against the intergenerational outcomes developed in the strategy.

The strategy identified a number of actions, and we see our work connecting into the identified actions of:

- ❖ The Oceans Economy Strategy – we can support this through the development of the skills component.
- ❖ Building a knowledge economy – we can support this by making sure we have a world class education system that encourages lifelong learning.
- ❖ Improving regional service provision and equity for education, employment and training
- ❖ Workforce re-training, re-deployment and lifelong learning initiatives.

! *We note that the national Māori Employment Action Plan is currently under development. We will review the Action Plan and create linkages where appropriate.*

### Questions for stakeholders

How can the RSLG support efforts to improve outcomes for Māori and contribute to the goal of being a good ancestor?

**NGĀ HUA WHAKATUPURANGA  
INTERGENERATIONAL OUTCOMES**

- TE TAIAO THE NATURAL WORLD**  
Our relationship with the natural world is healthy
- PŪTEA ECONOMY**  
Our resilient economy allows our people and places to thrive
- TE TAUHUTANGA IDENTITY**  
Our people are proud of their individual and shared identity and feel a strong sense of belonging. We treat each other with kindness and respect
- TANGATA PEOPLE AND COMMUNITIES**  
Our people and communities are welcoming, healthy and safe. Our people are connected across generations, cultures, and distance
- TE RĀKAU TAUMATUA PLACE**  
Our people can access affordable and quality places to live. Our shared spaces are places where people want to be
- RANGATIRATANGA LEADERSHIP**  
Our decision-making is collaborative, courageous, inclusive, respectful and acts for the long term. We uphold the values and rights of the people and taonga of our region
- PAPA WHENUA INFRASTRUCTURE**  
Our people have resilient transport, communication and energy networks, and water and waste systems
- MĀTAURANGA KNOWLEDGE**  
Our people are knowledgeable, curious and creative

# Focus sectors for the Regional Workforce Plan

## Focus sector one: Wine sector

### Where we are now

The wine sector is the largest industry in Marlborough and produces around 80% of NZ’s exported wines. The sector (both directly and indirectly) accounts for one job in five in the region and contributes to about 20% of Marlborough’s GDP. Wine’s contribution to the Marlborough economy has grown by 300% since 2000 and continues to grow. Skills gaps and labour shortages occur as the wine industry's rapid growth outpaces labour supply.<sup>19</sup>

<b>Filled jobs</b>	6,000
<b>GDP</b>	\$571 million
<b>Local training</b>	Primary ITO NMIT
<b>Relevant plans</b>	<u>Marlborough Wine Industry Growth Forecast</u>

The wine industry experiences significant seasonal peaks in labour demand in both viticulture (grape growing) and winemaking occupations. It relies on the Recognised Seasonal Employer (RSE) scheme to recruit workers for seasonal work when there are not enough New Zealand workers. In 2019 about 3,000 RSE workers were employed in the winter season and 1,000 in the summer season to supplement the local workforce and ‘backpackers’ on the working holiday visa scheme. Each vintage, when the grapes are harvested, approximately 1,000 vintage cellar hands join 600 local staff to make wine.

Due to border closures these numbers have been dramatically reduced, causing significant challenges for the wine industry to perform necessary viticultural work on time. Not performing key tasks on time impacts on both the welfare of the workforce and potential income for the industry. The sector is concerned that ultimately, it could reduce the quantity and quality of our premium wine production.

Taking a wider view of the sector, wine bottling, transport and logistics, supporting services (such as engineering) and office-based work is also a contributor to filled jobs in the region.

### Future demand and challenges

Marlborough’s producing vineyard area has grown by 24% in the five years to 2020, to an estimated 29,000 hectares.<sup>20</sup> The industry intends to plant an additional 5,150 hectares by the 2024/25 season. The ability of growers to achieve their intended planting of 5,150ha by 2024/25 will depend on their ability to secure land, grapevine cuttings, labour, accommodation for the new workforce and the required consents.

It is estimated that the growth in plantings will lead to a 17% increase in jobs for the industry overall.



<sup>19</sup> Data taken from Wine Marlborough

<sup>20</sup> Marlborough Wine Industry Growth Forecast 2020

The industry has identified a series of workforce and skills challenges it faces.

- There is a limited labour pool of experienced local workers.
- There is competition between employers to employ and retain staff.
- Many key seasonal tasks are heavily reliant on temporary and transient labour.
- The lack of residential accommodation and transport is seen as a challenge, particularly for permanent and local casual workers.
- Growers require innovation in mechanisation and an efficient and experienced workforce to maintain the economic benefit for Marlborough.

The seasonal peak periods of nature to the work and the previous reliance on overseas workers contributes to local perceptions about career viability and income levels within the wine industry specifically.

Some roles within the winery industry and (often highly skilled) support roles such as finance, human resources and marketing are hard to fill in the region. Sometimes this is because their partner cannot find work as they may be highly educated or in specialised fields. Therefore, when they cannot fill the vacancies from within Marlborough, some wine companies relocate these well-paid roles to the likes of Auckland. This reduces the range of jobs in Marlborough and makes the region less attractive to higher-skilled workers which, in turn, reduces the pool of good candidates for those roles, and makes them harder to fill.

The wine industry's employment brand and offering needs to be strengthened and adapt to the rapid growth of the industry and heightened competition for labour. Negative perceptions of the industry need to be overcome to attract more locals to the industry by showing the local community the diversity of career opportunities and streamlining pathways for entry.

There are high levels of enthusiasm and passion from many industry participants for the prized wines that are produced in Marlborough, and this often attracts others from around the world to work and live here. Our technical knowhow has given many local people the opportunity to work around the world in other wine regions. As much as possible, this enthusiasm and passion should be transferred to attract new recruits into the industry.

### **Progress**

The iRSLG engaged with the wine sector, NMIT and government to explore solutions to address labour shortages around vintage and winter pruning. This included short courses and industry open days. Due to the efforts of industry, education providers and other stakeholders, the 2021 vintage workforce was almost fully subscribed.

Stitching together seasonal work so that people could be offered year-round sustainable employment was identified by the iRSLG as a key opportunity. The Ministry of Social Development (MSD) is looking to offer a pilot with 12-18 months of employment and training within the wine industry.

### **Actions**

We need to align training in Marlborough with areas of innovation in the sector so that our workforce has the skills for the future. We want to work with you to understand the role of the RSLG in implementing these actions.

The Marlborough 2020 Growth Forecast identified the following areas of focus:

- ❖ Strategy for meeting challenges to achieve anticipated growth.
- ❖ Mechanisation – increase in mechanisation on vineyard.



- ❖ Recruitment – the importance of returning workers as a highly valued recruitment method.

#### **Questions for stakeholders**

1. Do you agree with the challenges we have identified?
2. Does local training meet our current workforce needs and what other training do we need to meet current and future demands?
3. What specific skills and attributes would you expect a newly graduated employee to have?  
For both the jobs now and the jobs in five years, how will this change over time?
4. Where is the growth in jobs in the sector likely to take place?
5. Can attraction and retention strategies be refined to be more successful?

## Focus sector two: aged residential care

### Where we are now

Around 500 people in Marlborough are employed directly in the Aged Residential Care sector (ARC) in a range of roles from caring roles (nurses and carers/ kaiāwhina) and non-care roles (cleaners, activity co-ordinators, cooks).<sup>21</sup>

<b>Filled jobs</b>	About 500
<b>Training</b>	Careerforce (level 2-5). Some workplaces also offer their own training.
<b>Relevant plans</b>	<u>Kaiāwhina Workforce Plan 2020-2025</u>

Nurses require the level 7 bachelor's degree and there is often extra training and experience required to work with the elderly. However, this training is not currently offered locally, which means people must leave the region to train. Training for carers/ kaiāwhina mostly occurs on the job through training providers.

Employment in the sector is often not 40 hours a week. Nationally, there is a high rate of part time employment for caregivers (only 48% are employed for 30+ hrs).<sup>22</sup> Jobs are often offered on a 4 day on 4 day off basis (32 hours over that period). While this suits some people, it can also make it difficult for others especially if, for example, they are planning things like childcare.

Most employees in the sector are female.

### Future demand and challenges

Demand for workers across a variety of roles in the sector is expected to increase. By 2035 over 30% of our population will be over the age of 65, which will increase the demand for ARC beds. A new retirement facility is being constructed that will have 267 villas, cottages and units. As well as an increase in the number of workers, people will need to be more skilled. The Government is looking to move to a system where people work at the top of scope, meaning that the workforce will need to be upskilled to be able to take on more responsibility. Further, as people live longer, there is increased demand for higher dependency beds. This will require a higher ratio of workers to patients and a different skill for people working with these patients.

A current critical issue for the sector is the ability to attract and retain staff as people are often attracted to larger centres. This leads to skills and labour shortages across a variety of roles. Nationally 7% of roles are vacant. Turnover is higher with the annual turnover rate for nurses being 33%. 70% of people who leave a job exit the ARC sector altogether.<sup>23</sup> These shortages will be exacerbated by increased demand for workers.

Often migrants are employed to fill the skills and labour gaps and Aged Residential Care nurse is on the long-term skills shortage list. As such 40% of Registered Nurses in the Nelson Marlborough DHB are on a visa and as are one quarter of our caregivers.<sup>24</sup>

The tendency towards part time, or less than 40 hours a week, employment can lead to people being underutilised. This is of particular concern in a sector requiring more skilled workers. It may also act as a deterrent for those wanting to enter the sector.

<sup>21</sup> Stats NZ Census 2018

<sup>22</sup> *Aged Residential Care Industry Profile 2019-2020*, New Zealand Aged Care Association

<sup>23</sup> *Aged Residential Care Industry Profile 2019-2020*, New Zealand Aged Care Association

<sup>24</sup> *Aged Residential Care Industry Profile 2019-2020*, New Zealand Aged Care Association

## Progress

The aged residential care sector was identified as having potential underemployment and at the same time a growing demand for labour.

In mid-2021 we held a workshop with local aged residential care providers, education providers and government agencies to work through local issues we were facing locally and develop solutions to address these issues.

Training providers have found employment in aged care for clients thanks to the contacts made at the hui. Schools have also identified opportunities for students to gain skills and experience in aged care through the Gateway programme. At that meeting it was identified that there is a need for a Bachelor of Nursing to be offered in Marlborough so that people can upskill into nursing roles without leaving the region. NMIT, with the support of industry, have committed to offering the Bachelor of Nursing in Marlborough. NMIT is working to receive signoff to run in the course in Marlborough. In the meantime, NMIT will look at running the New Zealand Certificate in Study and Career Preparation (Level 4) Hauora Pathway for Health for students who do not meet the entry requirements for the degree. Aged Care employers are partnering with REAP Marlborough to offer computer literacy courses. Potential candidates for Aged Care jobs are struggling to apply online, so aged care employers are helping people overcome this barrier by offering computer literacy courses.

## Actions

Five key areas for action were identified at our aged care hui and we are working with the sector to understand how these should be implemented:

- ❖ **Perceptions of the industry** need to be improved to assist with retention and attraction of staff and to showcase the sector to people in the region.
- ❖ The need for a **regional recruitment strategy** to help with attracting people to the sector and to Marlborough. The need to connect this to training was also identified.
- ❖ Improve **career pathways** within the sector to support people to upskill and advance and in their careers.
- ❖ **Engaging rangatahi and schools** to create connections and showcase opportunities between schools and care homes.
- ❖ **Pay and conditions**; opportunity to look at how roles are structured and to include staff in planning rosters. Also, raised enforcement of employment rights and extra workplace rewards.

## Questions for stakeholders

1. Do we have the right scope for our focus?
2. Does the training on offer meet current and future demands? If not, what else needs to be on offer?
3. Where is the growth in jobs in the sector likely to take place and what sort of skills will be in demand?
4. What specific skills and attributes would you expect a newly graduated employee to have? For both the jobs now and the jobs in five years, how will this change over time?
5. What do you think are the most important actions?
6. What role do you think the RSLG needs to play?

## Focus sector three: Construction

### Where we are now

Construction is a large employing sector in Marlborough. It employs about 10% of our people and accounts for about 20% of our self-employed.

The sector at the moment is mostly male (14.1% of males work in construction compared to 2.1% of females). It is a key employer of Māori with almost one in five Māori men working in construction.<sup>25</sup>

Most training in the region takes place through on-the-job training and apprenticeships that can last 1-3+ years. In 2021, there were about 200 building apprentices and about 60 electrical apprentices.

Between 2016 and 2021 the two main new entrants into the construction labour force were people changing their careers (45%) and then school leavers (14%).<sup>26</sup>

<b>Filled jobs</b>	3,000
<b>GDP</b>	\$203 million
<b>Regional Training</b>	Waihanga Ara Rau (Construction & Infrastructure) and NMIT - apprenticeships
<b>Key plans</b>	<a href="#">Workplace Information Platform</a> <a href="#">Infrastructure strategy</a>

### Future demand and challenges

There is expected to be strong demand in the sector over the coming years with investment occurring and planned for Marlborough across residential, commercial and civil construction. Projects include the Picton Ferry Precinct Redevelopment, the Marlborough Schools Te Tatoru o Wairau Project, the new Summerset retirement village, as well as other residential and commercial construction.

We worked with Waihanga Ara Rau (Construction & Infrastructure) Workforce Development Council (WDC) in the development of the Marlborough Workforce Plan. This is currently being finalised and is expected to be available in the first half of this year. For more information about labour and skills needs see: [www.wip.org.nz](http://www.wip.org.nz)

With the known projects there is an estimated shortage of about 700 workers (not including civil construction) through 2022 and 2023.<sup>27</sup> The demand for workers is within carpentry, painting and decorating, and non-residential construction.

In the past when there have been surges in demand for workers, we have been able to bring people in from other places in New Zealand or from overseas. The ability to rely on an outside workforce will be limited by the current nationwide construction boom and COVID-19 border restrictions. Marlborough also has little accommodation for a surge workforce.

### Progress

We worked with Waihanga Ara Rau (Construction & Infrastructure) Workforce Development Council (WDC) in the development of the Marlborough Workforce Plan.

Three workshops were held with industry, education providers and government to explore opportunities to address the labour needs. The following issues were identified for the region:

<sup>25</sup> Stats NZ census 2018

<sup>26</sup> Workforce Information Platform – accessed January 2022

<sup>27</sup> Workforce Information Platform – accessed January 2022

1. **Attracting and retaining skilled workers in the region:** hard to attract people to the region, young people do not always see the opportunity and we have constrained immigration due to COVID-19.
2. **Training availability and support:** we currently only have multi-year training with no option to upskill quickly and there are poor perceptions around the sector so young people are steered away by family.
3. **Accommodation cost and availability** for both temporary workers on new builds and for people moving to the region.
4. **Attracting people to the industry.**

The plan is currently being finalised and is expected to be available in the first half of this year. For more information about labour and skills needs see: [www.wip.org.nz](http://www.wip.org.nz)

## Actions

At these workshops the following actions were identified to help us to address the above issues.

- ❖ Project leads for Port Marlborough, Summerset Group and the Ministry of Education establish a working group to:
  - **collaborate** with local and regional Iwi, Kainga Ora, Council and RSE employers to develop short-term housing solutions for the additional construction workforce needed over the next five (or more) years.
  - **strategically plan** the timing of major construction projects to maximise successfully meeting project timelines and costs.
- ❖ A working group be established to **investigate opportunities for providing construction and infrastructure training** in the region.
- ❖ Further **research involving local youth and whānau** be undertaken to identify their needs and ideas for engaging in regional industry training.
- ❖ Develop a **promotional campaign** to target “career changers” to move permanently to the region due to the long-term opportunities in construction and infrastructure.
- ❖ **Regional Skills Leadership Group lead to support and follow-up on establishing regional working groups** to support ongoing construction workforce needs, including the development of incentives and services that attract women and diversity into the regional sector.
- ❖ **Maintain the Workforce Information Platform (WIP)** to guide industry planning.

## Questions for stakeholders

1. Where is the projected growth in jobs in the region?
2. Does the training meet our current workforce needs? What other training do we need to meet current and future demands?
3. What specific skills and attributes would you expect a newly graduated employee to have? For both the jobs now and the jobs in five years, how will this change over time?
4. What do you think is the most important action to take?
5. How could the sector better collaborate around labour and skills needs?
6. What role do you see the RSLG playing in the actions?

## Focus sector four: Aquaculture

### Where are we now

Marlborough produces about 60% of New Zealand’s exported aquaculture products, mostly mussels and salmon.

The importance of the sector across Te Taihu was identified in the Te Taihu Intergenerational Strategy. Iwi across Te Taihu are invested in marine farming and identified the development of an Oceans Economy Strategy as a priority area for strengthening our regional economy. This aligns with the Government’s strategy of growing the sector to \$3 billion by 2035.

<b>Filled jobs</b>	1200 people
<b>GDP</b>	\$106 million
<b>Regional training</b>	NMIT (block course in Nelson) Skipper’s tickets and Diving courses Primary ITO
<b>Relevant plans</b>	<u>Aquaculture strategy</u>

Employment in the sector is primarily located in Havelock and Picton. The sector is important in these parts of Marlborough as it provides employment where there may otherwise be limited job opportunities. The sector offers a mixture of seasonal work and full-time employment.

Aquaculture roles in the region are focused aquaculture at sea and onshore processing.

#### *Aquaculture (farming operations)<sup>28</sup>*

- 57% of roles require a qualification.
- 65% of employees are male.
- The aquaculture sector has some of the lowest paid key roles with admin, logistics and supply chain, technical staff, hatchery staff, farm/harvest crew and sea farm staff all earning below the New Zealand median.
- Nationally, 8% of roles are filled by migrants, however, this is expected to grow with a move towards higher skilled migrants as we move into open-ocean farming.

#### *Onshore processing of wild-caught fish and aquaculture species*

- Mostly seasonal – the mussel processing season is September to June (45 weeks).
- The roles are mostly low skilled with only 11% of jobs requiring a qualification.
- Has the largest share of female employment across the sector – 43%.
- Higher up staff paid well but some staff are paid lower than national median
- Nationally, migrants make up 14% of the workforce. Most are on working holiday visa and some are essential skills visa holders.

The sector has long experienced labour and skill shortages. Mostly these are in entry level roles in seasonal processing facilities but also includes specialist roles such as engineers and fish health specialists.

The sector also supports a number of other businesses including boat building, retail and transport.

### Future demand and challenges

The sector is starting to change which will bring about different requirements for the workforce. The first steps towards open-ocean farming have been taken by NZ King Salmon with its Blue Endeavour, which will see farming in the Cook Strait. The company states that this will result in increased automation and use of technology, which will have flow on effects for the labour force.

Sandford has begun the construction of a new Marine Extracts Centre for marine extracts production, research and innovation. This is a move away from the half shell mussel to research and

<sup>28</sup> *Growing ocean people: report of the Ministerial Inquiry into the use and allocation of migrant labour 2021*

production of mussel powder, mussel oil and collagen. The new site has capacity for up to 48 staff from qualified scientists to process workers.

Precision harvesting techniques and other technologies are being developed to increase the value and efficiency of fishing and better meet environmental objectives. Automation of processing is continuing to advance, especially in operations where most of the processing is of a single or limited number of species, such as mussels and salmon. To reach international best practice will require some New Zealand operators to invest significant capital into new vessels and new or upgraded processing plants.<sup>29</sup>

Challenges for the sector include:

- ❖ Limited data about the number of people employed in the seafood sector and in what roles.
- ❖ Ongoing labour and skills shortages.
- ❖ The number of people willing and able to work in the sector has been declining. Barriers to employment include:
  - Accommodation, transport and social isolation has been raised as barrier to recruitment.
  - Pay for aquaculture farming operations are comparatively lower paid
  - Working conditions – hard physical work in demand, high risk environments and drug and alcohol testing
  - The seasonal nature of some roles limits the opportunities for full-time, permanent roles.
- ❖ Need to improve training opportunities for the sector.

## Actions

We acknowledge that work at a national level has begun through collaboration across the sector.

The RSLG will work to support the industry national level initiatives.

We are also interested in working with local participants to understand what could be done locally to address the labour and skills issues.

## Questions for stakeholders

1. What training is on offer in the region and does the training meet our current workforce needs?
2. Where is the growth in jobs in the sector likely to take place?
3. What are the most important actions to take to address the labour market challenges both current and future?
4. What specific skills and attributes would you expect a newly graduated employee to have? For both the jobs now and the jobs in five years, how will this change over time?
5. What can be done at a regional level?
6. What role do you see the RSLG as playing?

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<sup>29</sup> Growing ocean people: report of the Ministerial Inquiry into the use and allocation of migrant labour 2021

## Focus sector five: Aviation

### Where we are now

Marlborough has a long and rich aviation history, from the first crossing of the Cook Strait to the 2021 first electric aircraft flight across water. We have our history with the Omaka Aviation Centre and associated workforce (with a natural hub around Omaka), and then our hub around Woodbourne Airbase with the Defence Force (NZDF), the airport, training, Airbus and the airlines.

<b>Filled jobs</b>	About 1000
<b>Regional training</b>	NMIT aviation engineering Pilot licence training – Marlborough Aero Club

Training is provided through NMIT with its aviation engineering course. NMIT also trains NZDF staff. This is important as there is a skills shortage of maintenance engineers and licenced engineers across the sector.<sup>30</sup>

### Future demand and challenges

The sector is changing in a lot of ways including the disruption from COVID-19, the move towards non combustion engines, and the changing needs of the Defence Force. This is creating uncertainty about the sector's future in the region. The sector has stressed the importance of acting now to make sure it is sustainable and that we have the right training to support the changes in the industry.

The NZDF is in the process of upgrading its fleet from the Orion and current Hercules planes. The new, larger planes will unlikely be able to land at the Marlborough airport given the current runway size. This has an impact on the current aircraft maintenance and engineering workforce who are specialised in servicing these planes. If the new planes do come to Marlborough, then we will need to ensure that we are training people to work on the new planes.

Another change for the sector is the move away from combustion engines to planes that use electric engines. Soundsair has indicated that it will start flying electric passenger flights by 2026. Air New Zealand and Airbus have also launched a zero-emission aircraft project that focuses on the use of hydrogen planes. As companies start to transition to low emission aircrafts, this will bring with it new requirements for skills across a variety of roles.

A challenge for the sector is the constraints on how the land around Woodbourne is used. The majority of the land at Woodbourne is owned by the Crown and leased by different parties, including the Marlborough Airport and Airbus. Consent from the Crown is required before any building work takes place such as an extension to the runway.

We also see this constraint in that the aviation engineering course is run on the air force base. This limits the type of students that can enrol due to security requirements, precluding international students or anyone with a criminal background.

The aviation sector is also a tourism drawcard with the Omaka Aviation Heritage Centre and the Classic Fighters Omaka Airshow being large tourism attractions for the region.

### Actions

Some broad actions we have identified from our workshop with the sector include:

- The need for an **aviation steering group** that works toward strategic goals over the longer time period, including the supporting workforce and training for the jobs of the future.
- Explore the opportunity to make us a hub for electric aviation.

<sup>30</sup> Aviation Sector Skills Summary, Service IQ 2021



- **Support career pathways** for rangatahi into training in the sector.
- Support efforts to **enable more people to study** NMIT's aviation engineering course.
- Improved visibility in the region to **increase awareness of the opportunities** in the sector.

Service IQ has also identified the need for greater promotion of engineering and maintenance training, highlighting future demand for skills and roles in this part of the aviation sector.

#### **Questions for stakeholders**

1. What do you see as the key challenges and opportunities for the sector over the next 15 years?
2. Does the training in Marlborough meet our current workforce needs?
3. What specific skills and attributes would you expect a newly graduated employee to have? For both the jobs now and the jobs in five years, how will this change over time?
4. What other training do we need to meet current and future demands?
5. Where is the growth in jobs in the sector likely to take place?
6. What role do you see the RSLG playing?