



OTAGO REGIONAL WORKFORCE PLAN

JUNE 2022



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MIHI FROM THE CO-CHAIRS

Nau mai, haere mai, tauti mai

**Ko tātau te hāpori o Otago, e mahi tahi ana
kia e ai ō tātau moemoeā, kia haka pakari ai
kā tākata katoa i te takiwā o Otago.**

TĒNĀ KOUTOU, TĒNĀ KOUTOU, TĒNĀ TĀTOU KATOA

Nō māua te hōnore kia tū hei heamana tautoko mō tēnei mahi hirahira. E hīkaka ana māua i te whakatū o te Otago Regional Skills Leadership Group, nā ruka i kā whāika kua whakaahia mō tēnei kaupapa huri noa i te rohe o Otago. He tau manahau tēnei i te whanaketaka o tēnei rīpoata, e tūrama arotahi ana i te nui o kā mahi me ka hiahia tou o te rohe.

We both feel it is a privilege to be appointed as co-chairs to this important work and to have established the Otago Regional Skills Leadership Group (RSLG) membership and agreed goals for this kaupapa across the Otago region. It has been an exciting year developing this baseline report by shining a spotlight on labour supply and demand issues in the region.

Kua oti te whanake i te mahere ohaoha i roto i kā wāhaka matua e whā o te rohe. Mā tēnei mahere e āwhina te whakaine ā matau whanaketaka, e āwhina hoki ki te whakakāia kā hiahia, ka mutu he poutarāwaho ka hua mai hai tautāwhi i ētahi atu tūtaka haere ake nei te wā.

Having developed our approach on the four major economic sectors in the region will assist in measuring our progress to influence their supply issues in future years as well as giving us a methodology to work with as we look at other sectors in the future.

Ko te rōpū Matua Pūkenga Nui o Otago ka ū tonu atu ki kā urupare kua mana i te rakahau taunaki, mā tēnā ka whakamōhio ki kā hiahia mahi hei te anamata. Ka rerekē rawa ēnei hiahia anamata nā kā āhuataka ka

puta i te haka o kā karetao, te hāngarau, te rerekētaka o te āhuarank, me te ōhaka tāhiko haere nei te wā, nā reira koinā kā take matua me whakaaroaro i tēnei wā.

The Otago RSLG remains committed to an evidence-based response to long-term future labour needs which will be radically different from current demands characterised by disruptive innovation including robotics and automation, climate change and necessary mitigations, and moving to an e-economy.

Ka mōhioia ki kā mahi hai whakaū i kā rarauka o kā kaupapa me whai waahi te iwi Māori. Arā te ōhaka Māori, me kā tūmanako o te iwi Māori kai roto i te Whanaketaka Ōhaka ki Otago. Kai te mahi mātau kia whai waahi tēnei rarauka i roto i kā Kaupapa o te Mahere Mahi a Rohe (RWP).

We are aware that work is going into ensuring data on Māori participation, the Māori economy, and Māori aspirations for Otago economic development are available, and are working to ensure these groundings are present in future iterations of the Regional Workforce Plan (RWP).

Ka miha kā kaimahi nā rātau i taunaki rawa tēnei Mahere Mahi a Rohe; kia tinanahia tēnei mahere, ā, ka aka whakamua te titiro me te hīkaka kia mahitahi ai ki kā kaimahi mō te tau e kainamu mai nei.

We thank the staff who have so ably supported this RWP to come to fruition and look forward with excitement on working with the RSLG members in the coming year.


Ngā mihi



Laura Black (co-chair)



Karen Coutts (iwi co-chair)



WHATUNGARONGARO TE TANGATA TOITŪ TE WHENUA

**AS MAN DISAPPEARS FROM SIGHT,
THE LAND REMAINS**

OUR INTRODUCTION

2.0



In 2020, fifteen Regional Skills Leadership Groups (RSLGs) were created across Aotearoa New Zealand to identify and support better ways of meeting future skills and workforce needs in our regions and cities. The groups are independent with 12 – 15 members including two Co-chairs. Members include regional leaders, Māori and trade union leaders, local government and economic development agencies, community groups, skills training institutions and central government representatives who all contribute their knowledge, diverse perspectives, and local expertise about their region's labour market. RSLGs are supported by a regionally based team of analysts, advisors and workforce specialists from the Ministry of Business, Innovation and Employment (MBIE).

As part of the Reform of Vocational Education (RoVE), RSLGs work in conjunction with six different Workforce Development Councils (WDCs) which were established in October 2021. These Councils have a focus on skills leadership, standard setting, quality assurance, advice, endorsement, brokerage, and advocacy within specific industries.

A core output of the RSLGs is the development of a Regional Workforce Plan (RWP) that will identify jobs that regions will be creating, the skills needed for these jobs and the most effective ways to meet these workforce needs, both regionally and nationally. This will help to create a joined-up, regionally-led approach to labour market planning which will provide a clear view on how we can better meet the differing skills needs across the motu.

This is Otago's plan, our RWP. Written collectively by our RSLG, bringing together in-depth regional economic analysis and extensive stakeholder input,

it highlights our region's labour supply and demand trends and begins to identify where change is needed in order to achieve a highly skilled and coordinated labour market in Otago. This document is designed to stimulate discussion, coordination and action towards meeting the future skills and workforce needs of our region. It will inform how we tackle some of the issues, challenges, and opportunities that we are facing as well as elaborate on our vision for the future of Otago.

Following an overview of the region, the RWP outlines the RSLG's Strategic Imperatives and Workforce Aspirations for Otago. These underpin and guide our work and focus the group's energy into areas where there is the biggest opportunity to affect change in our labour market. They are broad, but strategic.

The RWP then moves into a sectoral analysis section, which outlines our initial areas of focus. This analysis was informed by detailed research and extensive engagement – with over 120 regional stakeholders – ensuring that the voice of Otago's businesses, workers and community is woven in. The result is a comprehensive, regionally-owned assessment of our Construction, Accommodation & Food Services, Healthcare & Social Assistance and Food & Fibre sectors. It is important to note that this sector analysis is a starting point; the Otago RSLG looks forward to expanding into other key sectors and demographic groups as our work progresses.

In order to breathe life to our aspirations and analysis, and affect our desired labour market outcomes, the Otago RSLG must also act. Accordingly, the RWP concludes with a set of actions that lays out our work plan for the next one to three years. We look forward to engaging with you on these actions.



OTAGO

OUR RSLG SUB-REGIONS AND RŪNAKA MARAE

The Otago region can be roughly divided into the three distinct sub-regions that the RSLG uses in our mahi; Dunedin, Coastal Otago encompassing Waitaki and the Clutha District and Inland Otago, encompassing Central Otago and Queenstown-Lakes Districts. This enables us to better capture the diversity of Otago's sub-regions.



1 INLAND OTAGO

Queenstown Lakes District Council
Central Otago District Council

2 DUNEDIN

Dunedin City Council

3 COASTAL OTAGO

Waitaki District Council
Clutha District Council

OTAGO RŪNAKA MARAE



OTAGO - FROM ŌTĀKOU

**THE PLACE WHERE THE RED
EARTH ABOUNDS**

THE OTAGO STORY

THEN

4.1

Abundant in resources and natural beauty, people have been drawn to the Otago region for centuries. For both Māori and Pākehā the region was initially a frontier, and a spirit of adaptation and enterprise endures in the region, its people, and its economy today.

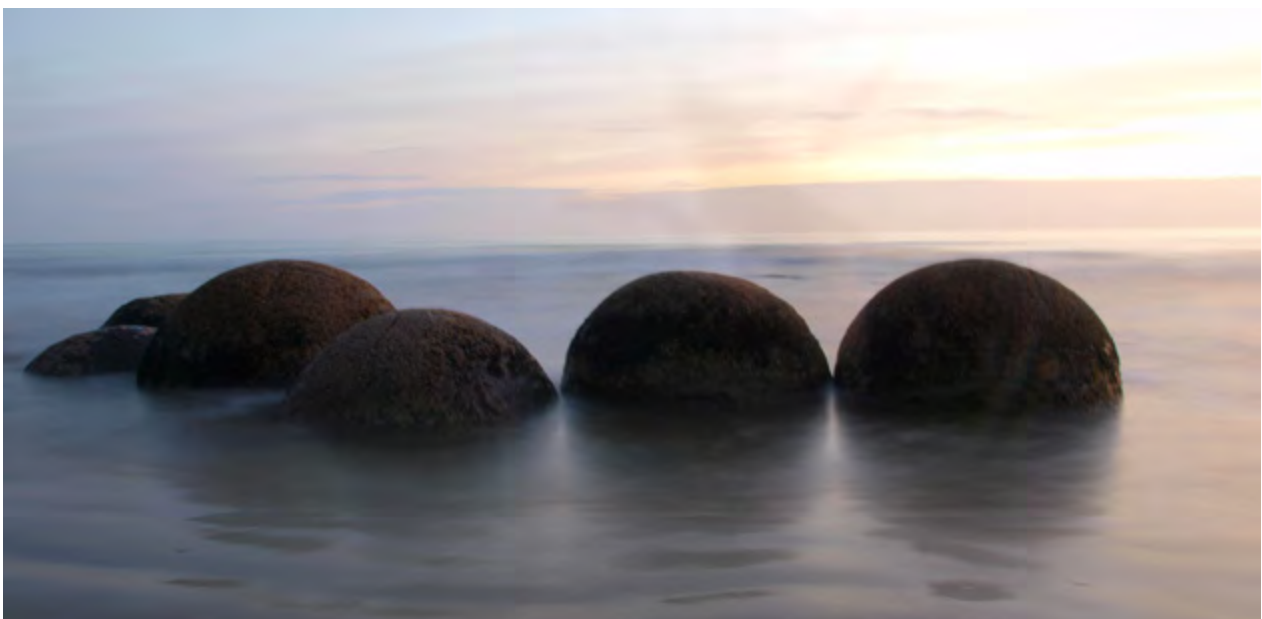
The tūpuna of those who today whakapapa to the Otago region explored their way around plains and basins of the eastern and southern South Island within a short time of arrival to Te Waipounamu¹. Settlement was focused on the coast, where fish, seabirds and seals were plentiful, and pōhā could be made from southern bull kelp. Early Māori journeyed inland to harvest moa, tuna (eels), aruhe (bracken fernroot), weka and other terrestrial birds, pora ('Māori turnip'), tikumu (Mountain Daisy), and taramea (Wild Spaniard). They also travelled to sources of silcrete and porcellanite – a stone of choice for tools used in moa butchery – and in search of highly-valued pounamu in the headwaters of rivers draining into Whakatipu Waimāori and Lake Wānaka.

By the early 19th century, the three iwi of Ngāi Tahu, Kāti Māmoe and Waitaha had blended into a single tribal entity². The tūpuna of these iwi laid claim to the eastern coast of Otago stretching inland to Whakatipu and Piopiotahi (Milford Sound). Significantly, those who signed the Treaty of Waitangi in 1840 at Ōtākou were descended from ancestors of all three tribes³. The mana of Kāi Tahu, whose takiwā now encompasses the entire Otago region, is today upheld in Coastal Otago by the rūnaka of Ōtākou, Moeraki and Puketeraki and further inland by seven rūnaka

that work together as shared kaitiaki of what is now the Queenstown Lakes area. The Otago Regional Skills Leadership Group (RSLG) is proud to be building links to the rūnaka in our region as we work to develop skills and workforce capacity together.

European sealers first arrived to Te Waipounamu in the 1790's, and whalers had appeared in fertile southern waters by the 1830's. They established shore stations in sheltered waters from Moeraki to Tautuku and further south⁴. Planned European settlement then followed, and thanks to wool and gold Dunedin soon became New Zealand's largest and wealthiest town. New Zealand's first stock exchange was set up, the University of Otago was founded to train and upskill a growing local population and migration flows into Otago began from various points across the globe. The late 19th century saw Dunedin develop into a settlement defined by vigorous business activity, striking architecture and progressive movements for temperance, prohibition, women's suffrage, and the rights of workers, women and children⁵.

1. Te Ara: The Encyclopedia of New Zealand. (2022, February 15). Otago Region. <https://teara.govt.nz/en/otago-region/>
2. Ōtākou Rūnaka. (2022, February 15). About Us. <http://www.otakourunaka.co.nz/about-us>
3. Ibid.
4. Te Ara: The Encyclopedia of New Zealand. (2022, February 15). Otago Region. <https://teara.govt.nz/en/otago-region/>
5. Ibid.



THE OTAGO STORY NOW

4.2

**REGIONAL
UNDERUTILISATION
AT 9.4% COMPARED
TO 9.6% NATIONALLY**

**UNEMPLOYMENT 3%
▼ BELOW NATIONAL
RATE OF 3.2% AS AT Q1 2022**

**REGIONAL GROSS
DOMESTIC PRODUCT
(GDP) PER CAPITA
\$57,807**

**▼ BELOW THE NATIONAL
AVERAGE OF:**

\$63,556

**OTAGO COMPRISES
4% PER YEAR
OF NEW ZEALAND GDP**

**ANNUAL GROWTH RATE
OF 6% PER YEAR OVER
THE PAST 10 YEARS**

**SECTORS CONTRIBUTING
THE MOST TO THE
REGION'S GDP:**

- CONSTRUCTION
- AGRICULTURE,
FORESTRY AND FISHING
- ACCOMMODATION AND FOOD SERVICES
- RENTAL, HIRING AND REAL
ESTATE SERVICES
- HEALTHCARE AND SOCIAL ASSISTANCE

In 2022 approximately 245,300 people, or 4.8 % of New Zealand's population, reside in Otago⁶, with the Māori population currently sitting at around 20,000⁷. Dunedin remains the region's principal and most populous centre, and the country's sixth largest urban area. The Otago region can be roughly divided into the three distinct sub-regions that the RSLG uses in our mahi; Dunedin, Coastal Otago – encompassing Waitaki and the Clutha District – and Inland Otago, encompassing Central Otago and Queenstown-Lakes Districts. These sub-regions are illustrated earlier in the plan.

Regional Gross Domestic Product (GDP) per capita is \$57,807, below the national average of \$63,556. Otago comprises 4% of New Zealand's GDP as a whole and has had an annual growth rate of 6% per year over the past 10 years, equivalent to the national growth rate. Unemployment in Otago is 3%, sitting lower than the national rate of 3.2% (for the March 2022 quarter).⁸ Regional underutilisation is at 9.4%, compared to 9.6% nationally⁹. Average household income and average weekly rent also sit slightly below national averages¹⁰. Prior to the COVID-19 pandemic, migrant workers made up approximately 12% of Otago's workforce, significantly higher than in other regions and the national average of 5%¹¹.

Otago has been hit hard by COVID-19. Border closures have interrupted international tourism and inward flows of migrant labour, throwing the regional economy into an uncertain state. The region, along with the rest of New Zealand, faces acute labour shortages across all industries, exacerbating the effects of an aging regional population. Despite the whole region being affected by the pandemic, this is nuanced; while Queenstown Lakes is projected by Government to be the local authority area most heavily affected by COVID-19, Coastal Otago's economy – based on agriculture and manufacturing – has remained relatively buoyant.

Prior to COVID-19, the sectors contributing the most to the region's GDP were Construction; Agriculture, Forestry and Fishing; Accommodation and Food Services; Rental, Hiring and Real Estate Services; and Healthcare and Social Assistance. The Cafe, Restaurant and Takeaway Food Services industry (a component of the Accommodation and Food Services sector) was the largest employer in Otago, comprising of 7,400 employees (6%) followed by Accommodation with 5,730 employees which reflects the region's high Tourism output. The Education and Training sector also contributes a significant part of our regional GDP, with education being part of the fabric of the region. In 2019, the Tourism industry contributed 13.8% of the region's GDP, compared to 4.6% nationally.

06. Ministry of Business, Innovation and Employment. (2022, 15 February). Regional Economic Activity Web Tool: Otago. <https://webrear.mbie.govt.nz/summary/otago?accessedvia=otago&bailiwick=WyjvdGFnbjlsdHJlZSx0cnVILHRYdWVd>

07. Statistics New Zealand. (2022, 15 February). Otago Region. <https://www.stats.govt.nz/tools/2018-census-place-summaries/otago-region>

08. Ministry of Business, Innovation and Employment. (2022, 15 February). Regional Economic Activity Web Tool: Otago. <https://webrear.mbie.govt.nz/summary/otago?accessedvia=otago&bailiwick=WyjvdGFnbjlsdHJlZSx0cnVILHRYdWVd>

09. Ibid.

10. Ibid.

11. Organisation for Economic Co-operation and Development (2022, 15 February). OECD Economic Surveys: New Zealand. <https://www.oecd-ilibrary.org/sites/aa0a2ca1-en/index.html?itemId=/content/component/aa0a2ca1-en>

THE OTAGO STORY

FUTURE

Going forward, Otago faces some complex challenges. Due to climate change, the region is predicted to experience significant decreases in seasonal snow, marked changes in the annual river flow cycle, an increased frequency of extremely windy days, and a marked rise in sea levels¹². Put simply, our way of life is at risk. The Otago RSLG acknowledges that because no sector, business or occupation will be left unaffected, an awareness of climate change and what it means for our labour market must underpin our work.

Inequities will also continue to persist in Otago if left unaddressed. A key step that the RSLG will undertake to help mitigate these will be to better understand the nature of the Māori economy in Otago, including in which sectors Māori participate in as business owners and workers. Although we do not have a focus on the Māori economy in this first iteration of the RWP, the Otago RSLG is committed to making this a priority, and will advocate for more comprehensive data on Māori in our region in the near future.

Despite these challenges, we are looking forward. Aotearoa's borders are re-opening, allowing Otago to once again extend the manaakitanga that we are world-famous for, and to get our regional economy back on track. While labour and skills shortages remain a critical issue, economic predictions for many of our most important sectors are starting to improve as New Zealand reconnects with the world¹³. We have taken stock during the COVID-19 pandemic and are ready face the opportunities of the future – resolutely, together.



12. Ministry for the Environment. (2022, 18 April). Climate change projections for the Otago region. <https://environment.govt.nz/facts-and-science/climate-change/impacts-of-climate-change-per-region/projections-otago-region/#:~:text=Compared%20to%201995%2C%20temperatures%20are,45%20fewer%20frosts%20per%20year.>
13. New Zealand Government (2022, 18 April). Wellbeing Budget 2022. <https://budget.govt.nz/budget/pdfs/wellbeing-budget/b22-wellbeing-budget.pdf>



OUR STRATEGIC IMPERATIVES

5.0

The Otago RSLG has adopted the Kaponga – the Silver Fern - to visually represent our work, and the strategic imperatives that guide it.

1 IN THE OUTERMOST FROND
Te Tiriti o Waitangi - partnership in everything we do, a resource to support us all.

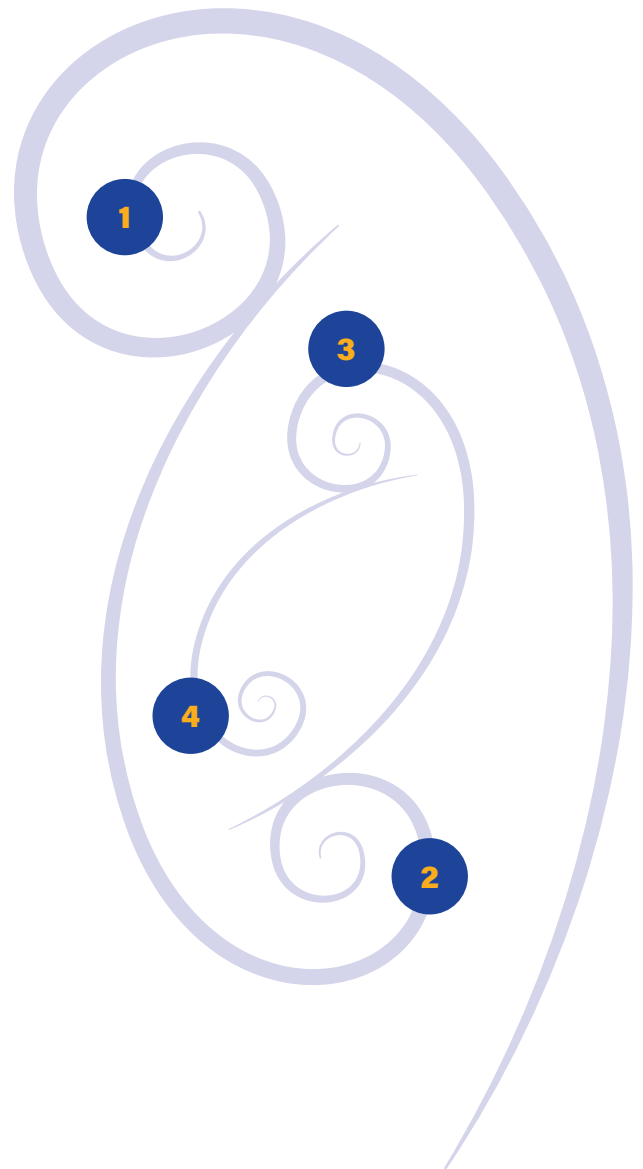
2 IN THE NEXT OLDEST FROND
Kaitiakitanga - pervades all our work to protect and regenerate the workforce and ensure sustainability in the workforce. Its strength will allow us to focus on a region-wide perspective and contribute to strong, local, circular economies (whānau, community, and business).

3 IN THE SECOND FROM YOUNGEST FROND
The three sisters of Complexity, Change, and Innovation – recognising that the accelerating rate of complexity and change globally behooves us all to engage innovatively.

4 IN THE INNERMOST FROND
There are two kaupapa that are interwoven: that which is at the heart of what we seek to do, recognising that these two cannot be separated:

THE DIGNITY OF ALL individuals, whānau, community, our economic endeavours, and reciprocity between our workforce, community, and businesses.

RESILIENCE in our communities, whānau, and businesses, in our environment, in our Hauora and Wairua.



OUR WORKPLACE ASPIRATIONS

6.0

Developed collectively by our Otago RSLG, our aspirations capture what the group hopes our region's labour market will become. Our aspirations focus the group's energy into the areas where they believe there is the biggest opportunity to affect change. Our subsequent actions are then based around interventions designed to address each of these overarching aspirations.

Through these aspirations, we commit to working towards enabling Otago to strategically plan for its current and future skills and workforce demands, taking into account factors such as our diverse and rapidly changing society and our changing climate. The Otago RSLG recognises that these changes will evolve as everyone in Aotearoa New Zealand continues the journey to honour Te Tiriti, which guides the nation to deliver on its potential to all citizens, across generations.

OUR OVERARCHING ASPIRATION IS:

**TO DEVELOP AN EQUITABLE,
RESPONSIVE AND
SUSTAINABLE LABOUR
MARKET SYSTEM THAT
SUPPORTS EVERYONE IN
THE REGION TO THRIVE.**

Pilot's Beach Towards The Otakou Marae. Image Supplied By Aukaha (1997) Ltd



OUR WORKPLACE ASPIRATIONS

ASPIRATION ONE **WHOLE OF REGION COORDINATION**

We will be a conduit for effective regional coordination in Otago's labour market. To achieve this, the RSLG will collaborate across the region to ensure the workforce in all communities have the right skills and capabilities to meet current and future labour market demands, including working with mana whenua and Māori entities to focus on their particular labour market opportunities.

This aspect of our mahi aims to see strategic opportunities in the labour market realised by facilitating mutual commitment and partnerships, through collective impact and the consistent influencing of key stakeholders. We will ensure that the future labour market will be prepared for the skills they need.

In progressing this, we will produce robust analysis that draws on rich sources of data and knowledge to measure progress towards desired results.

ASPIRATION TWO **TRANSFORMATIONAL CHANGE** **IN EDUCATION**

Otago is a region of education. We aspire towards everyone in Otago having visibility of all the career options available to them, as well as access to the support they need to navigate transitions within education and into employment.

We want our rangatahi to have full visibility of career pathways and the learning options available to them before leaving school. We also want to establish benchmarks for what workforce-ready skills people should have at every stage throughout their schooling years.

Key to this is ensuring that nobody is left behind – we will support system changes that enable Māori and Pasifika students, as well as other priority groups, to succeed in our education system.

This aspiration is pertinent given that our RWP informs government investment in the education system. We want this system to be more informed by industry and learner needs, thereby providing greater alignment with the skills we need as a region.

ASPIRATION THREE **BUILDING CAPABILITY** **ACROSS THE LABOUR**

We will build capability across the labour market. In doing this, the Otago RSLG will focus on eliminating the barriers that hold people back from accessing the training opportunities they need to fully participate – and respond to changes – in work.

We will ensure that our regional responses to skills needs are agile, and that we assist training providers to engage with workplaces to embed new, improved models of managing their operations and workforces. We will work to ensure that the next generation of leaders in our training providers and workplaces adopt a practice of continuous upskilling and therefore equip the workforce to have the right skills when needed. We want Otago to be an exemplar region for preparing its workforce to deal with digital disruption, the e-economy and other future changes such as climate change and decarbonisation.

Secure in the knowledge that living Te Tiriti partnership will benefit all in the Otago labour market, we also want to ensure te ao Māori is embedded, including utilising mātauranga Māori, in workplaces and education throughout the region.

ASPIRATION FOUR **QUALITY (AND EQUALITY OF LIFE)**

Our fourth and final aspiration centres around enabling our communities and whānau to live well in vibrant and well-serviced communities across all parts of Otago.

Creating even greater 'livability' in Otago means workplaces supporting workers with flexible working options so they can balance work with life and play. It also includes fair wages to enable decent living standards and ensuring that our workplaces are safe, culturally strong and inclusive as well as somewhere where wellbeing is valued and supported.

Improved physical and digital connectivity between Otago's sub-regions will also assist in improving the quality of people's lives and their ability to work, as will improved accessibility to appropriate housing and social services. Removing barriers to labour market participation for the current under-utilised workforce will also enhance workforce opportunities for the region.

It is also recognised that effective climate change mitigation initiatives are key to our ongoing quality of life.

OUR INITIAL AREAS OF FOCUS

7.0

To breathe life into our aspirations and deepen our understanding of the challenges and opportunities involved in meeting them, we have chosen four initial focus areas; the Construction, Accommodation & Food Services, Healthcare & Social Assistance and Food & Fibre sectors.

With a sub-regional delineation in mind, the Otago RSLG has chosen to focus this first iteration of the Regional Workforce Plan (RWP) on four key industries that span Otago's sub-regions.

While these are our initial focus sectors, the Otago RSLG is committed to undertaking in the future, an in-depth review of other key sectors and demographic groups in the Otago labour market. We also aim to develop a better understanding of Māori labour market participation across the region, which will then be the basis of commentary on Otago's Māori economy in future RWPs¹⁴.

Image Supplied By Naylor Love



An industry that is significant to the region as a whole



With an Inland Otago focus



With a Dunedin focus



With a coastal Otago focus

14. Unless otherwise specified, the data in this chapter was obtained from the following sources: Infometrics. (2022, March) Regional Economic Profile: Otago Region. <https://www.infometrics.co.nz/product/regional-economic-profile/> Infometrics. (2022, March) Sector and Industry Profiles. <https://www.infometrics.co.nz/product/sector-and-industry-profiles/>

CONSTRUCTION



CONSTRUCTION SITUATION

8.1

The Otago construction sector is at a critical juncture. With major projects in the pipeline worth almost \$23 billion¹⁵, including a cutting-edge new regional hospital, this is our chance to create a legacy of skills, employment and innovation in the sector that will benefit Otago now and into the future.

Making sure this significant period of growth leaves a tangible legacy for our regional construction workforce will need careful coordination and leadership from industry and government, both local and central. The major construction projects that make up the Otago pipeline are forecast to require 4,900 extra workers in the coming decades¹⁶, while the region competes nationwide for a pool of construction labour.

Despite the new hospital build beginning to take shape in Dunedin, the highest share of employment in the sector is in Inland Otago. As the sub-region experiences something of a commercial and residential construction boom, Inland Otago currently employs 46.4% of the sector, versus 41.7% of sector employment in Dunedin and 11.9% in Coastal Otago. While the majority of construction in Dunedin is publicly funded, 90% of funding in Inland Otago involves private investment, meaning that solutions to meet labour demand will need to be innovative if there is to be an effective response to these different drivers.

Employment growth in Otago's Construction sector has averaged 4.5%pa over the last ten years, compared to 1.8%pa growth across the rest of Otago's labour market. The sector contributed \$1,335m towards GDP in the Otago Region in 2021, amounting to 9.19% of total regional economic output. There were 15,096 jobs in construction in Otago in 2021, which represented a 11.7% share of all employment in the region. By comparison, the sector accounted for a 10.1% share of employment nationally.

The sector is characterised by having a much higher share of workers from their mid-20s through to their 40s than the Otago labour market as a whole. From an occupational perspective, the largest category of employee in the sector is technicians and trade workers, followed by managers, then labourers. Construction workers tend to work relatively long hours, with high proportions working 40-49 hours and 50-59 hours.

4900
EXTRA WORKERS
REQUIRED IN THE
COMING DECADES



15. Dunedin City Council. (2022, 15 February). Otago Construction Labour Forecasting.

16. Ibid.

CONSTRUCTION COMPLICATIONS



ACROSS THE SECTOR

The sector continues to face pandemic induced issues.



Immigration settings mean that the flow of labour from overseas, that was integral to sector growth prior to COVID-19, is no longer as readily available. This issue is compounded by an aging domestic workforce.



Workforce management based on short-term economic cycles leads to large disruptive change.



EMPLOYERS TOLD US

Workforce attraction is extremely challenging. Careers guidance must be strengthened to better highlight the advantages of a career in the sector.



Retention is an ongoing challenge, a problem that is being exacerbated by the entry of larger firms into the Otago construction sector that can 'poach' staff from existing Small Medium Enterprises (SMEs).



Low productivity has also been identified as a prevalent concern, along with lack of technological upskilling.



WORKERS TOLD US

Low pay and undesirable working conditions are not uncommon in the sector, especially for those in junior roles.



There is a lack of upskilling opportunities (a shift "from tools to tech").



The unavailability of affordable accommodation and viable transport options affects sector desirability.



A woman with long, wavy hair, wearing a black button-down shirt and black pants, is smiling and talking on a black corded telephone. She is standing in a modern hotel lobby with a wood-paneled wall decorated with several black vinyl records. In the foreground, a dark, reflective surface shows a clear reflection of her. The background includes a white wall with recessed ceiling lights and a black office chair.

ACCOMMODATION & FOOD SERVICES

ACCOMMODATION & FOOD SERVICES SITUATION

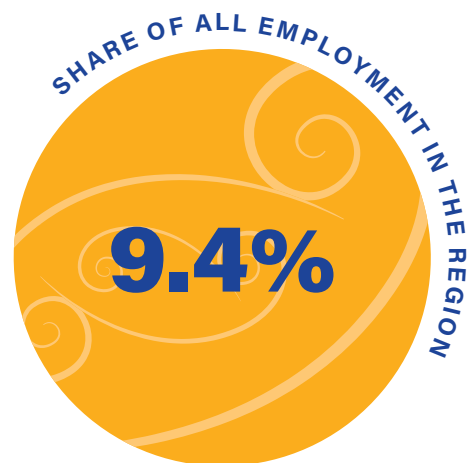
8.2

Otago's visitor offering is world class. As a region defined by dramatic natural scenery, culinary excellence, adventure and outdoor pursuit, the region's Accommodation and Food Services sector is the jewel in the crown of Aotearoa New Zealand's Tourism industry, of which it forms a key component. It is also a crucial element of Otago's economy; the Otago Accommodation and Food Services sector is amongst the largest in New Zealand by percentage of regional GDP¹⁷. There were 12,153 jobs in Accommodation and Food Services in Otago in 2021, which represented a 9.4% share of all employment in the region. By comparison, the sector accounted for a 6.3% share of employment nationally. The sector is most heavily focussed in Inland Otago, as well as being an important employer in Dunedin. While the sector currently accounts for 2.7% of Waitaki's sub-regional GDP, growing the sector has been identified as a core programme of work in the district's economic development strategy.

The COVID-19 pandemic and resulting drop in international travel and visitor numbers to the region

has had a dramatic and adverse effect on the sector. While it has been the recipient of significant investment by central and local government since the pandemic began, employment in the sector still fell by 14.5% in 2021 and the sector's contribution to the region's GDP dropped from 6.43% in 2019 to 5.31% in 2021.

Skill levels are low in the sector, with more than half of the workers being low skilled. There is a predominance of part-time work in comparison to the New Zealand labour market as a whole, and pay rates are often lower than in other sectors. The sector remains a key employer of the region's young people and recent migrants; importantly, migrant workers made up approximately 12% of Otago's workforce prior to the pandemic, higher than in other regions and much higher than the national average of approximately 5%. From an occupational perspective, there are a high number of managers (this category includes hospitality, retail, and service managers) in the sector, followed by community and personal service workers, and labourers.



17. Infometrics (2022, 23 May) Regional Economic Profile: Waitaki District. <https://ecoprofile.infometrics.co.nz/Waitaki%20District>

ACCOMMODATION & FOOD SERVICES COMPLICATIONS



ACROSS THE SECTOR

The impact of the pandemic, and subsequent Immigration Rebalance changes, have been identified as the most pressing issue.



Workforce churn has also greatly intensified over the past year, increasing as temporary migrant workers return home and insufficient numbers of domestic workers enter the industry.



The sector also has career pathway perception challenges, and it continues to be viewed as an unstable and/or undesirable career option.



Climate change will affect our tourism offering.



EMPLOYERS TOLD US

Labour shortages and wage pressures are severe.



At a time characterised by tight profit margins, workers that have stayed in the sector are readily moving to employers that offer higher wages and better working conditions. While this may benefit the employee, churn – coupled with wage increases – is causing wellbeing issues to feature amongst some employers.



Outdated education and training, not only in practical skills such as food preparation, but also in soft skills and financial literacy, is an issue as it is increasingly difficult to attract employees with the desired transferable skills.



WORKERS TOLD US

Persistent low pay and unfavourable working conditions continue to be a challenge for some working in the sector.



Workers view the sector as an unstable and/or undesirable career option.



Career mapping is an issue. Those considering entering the sector are unable to find information or advice on what a career in the sector might look like, and how they might progress within it.



A photograph of a hospital ward with several hospital beds lined up. The beds are white with blue accents and are covered with light blue linens. The room is brightly lit, and the overall color palette is cool and clinical. The text 'HEALTHCARE & SOCIAL ASSISTANCE' is overlaid in the center in a bold, white, sans-serif font, with a small horizontal line underneath it.

**HEALTHCARE &
SOCIAL ASSISTANCE**

SITUATION

The Healthcare and Social Assistance sector is fundamental to the health and wellbeing of the people of Otago. The services provided, and the quality and retention of those services, are of the utmost importance to urban and rural communities alike, and also for attracting new residents to our region. The sector is a large source of employment in Otago and is projected to grow rapidly in the future as an ageing population places increased demand on it. Otago plays a significant role in training the nation's Healthcare and Social Assistance workforce through a wide range of education and training programmes delivered across Otago's tertiary education institutions.

In 2021, the Healthcare and Social Assistance sector contributed \$949 million (6.5%) to the Otago Region's GDP and employed 13,695 people, 10.6% of the region's workforce. The sector has more older workers in its workforce than the rest of Otago's labour market, as well as a large share of recent migrants. There is a high proportion of professionals, as well as community and personal service workers, in the sector. Employees in the sector are more likely to work part-time hours than the average worker in Otago.

The sector is defined by sub-regionality and diverging population growth trends. About three quarters of all employment in the Healthcare and Social Assistance sector across Otago is in Dunedin City (73.9%), due to the large majority of the region's health infrastructure being located there, including Dunedin Hospital. However, the Healthcare and Social Assistance sector is growing rapidly in Inland Otago, primarily in primary and aged care, as a result of fast population growth and an ageing population. The sector is a substantial employer in Coastal Otago, with provision centred on primary and aged care also.

The sector is reliant on migrant labour. While some higher skilled roles may be easier to recruit for under the Immigration Rebalance policy changes, lower skilled roles will be harder to fill from overseas. Prior to the pandemic, migrant workers made up approximately 12% of Otago's workforce, higher than in other regions and significantly higher than an average of 8.4% in the sector nationally. Under immigration policy changes highly skilled occupations in the sector will be easier to recruit for from offshore, while it will be more difficult to use migrant labour to fill lower skilled roles.

Attracting, retaining, and developing a right-sized and appropriately skilled Healthcare and Social Assistance workforce is an ongoing challenge, not only at the regional level, but also nationally and globally. Skill and labour shortages are prevalent across all aspects of the Healthcare and Social Assistance sector, from highly trained specialists right through to essential cleaning staff. These persistent recruitment difficulties have been exacerbated by the COVID-19 pandemic and in particular the impact of the pandemic on Aotearoa New Zealand's immigration and border settings.



HEALTHCARE & SOCIAL ASSISTANCE COMPLICATIONS



ACROSS THE SECTOR

Demand for health and social services will grow in Otago over the years ahead. A key driver of demand will be the region's ageing demographic.



As new technologies and drugs emerge, expectations about health services may rise, but automation may also improve workers' productivity.

The international context will continue to shape New Zealanders' experience of health which means our system needs to be aware of developments and then effectively draw on and absorb global ideas and evidence.



More locally, there are intra-regional pay parity challenges, with pay gaps significant for rural and non-DHB healthcare providers.



The ongoing pandemic environment requires a focus on wellbeing, adaptability, and resilience, both for employees and organisations. The impact of the upcoming health system reforms remains unknown.



Workforce pressures and the declining hours that New Zealanders are spending volunteering is a factor, as the Social Assistance sector relies heavily on volunteer labour.



EMPLOYERS TOLD US

There are significant shortages across all areas of the sector, both for the required number of staff, and in specific skill areas. These challenges are exacerbated by the highly mobile nature of the global health sector, and the older demographic within the New Zealand health workforce.



Many in the health workforce trained overseas. Clarity is needed on immigration policy changes.



There is a need to continually invest in training so that the health workforce has the skills needed to meet the health needs and expectations of caring for New Zealanders – these needs and expectations are themselves changing.



The sector often has a large funding gap between what the organisations receive through government funding and contracts, and the services they deliver. These challenges have intensified with pay equity claims. The social assistance sub-sector responses to funding gaps have implications for workers, including reduced hours in some cases.



Attracting workers can be challenging when there are a lack of wider employment opportunities nearby for partners or family members, especially when there is a need to relocate.



WORKERS TOLD US

As with many other sectors, the Healthcare and Social Assistance sector is facing its own issues around personal health, mental health, recruitment, and retention.



Staff shortages means burnout may become more prevalent. Of particular concern are rural hospitals and the aged care sub-sector, where a lack of pay parity for nurses is creating significant issues for recruitment and retention of staff.



Many people in low-skilled roles (that do not require formal qualification) are not provided with career or development pathways to upskill and progress.



A woman wearing a purple knit hat with a yellow pom-pom, a green jacket with a white fur collar, and blue gloves is milking a cow in a dairy farm. The cow is positioned in a metal milking stall. The scene is brightly lit, suggesting a sunny day. The text "FOOD & FIBRE" is overlaid in the center of the image.

FOOD & FIBRE

SITUATION

The Food and Fibre sector is key not only to the economy of Otago, but to our character and our future. The sector is diverse and nuanced; it spans viticulture and horticulture in inland Otago, to dairy and sheep and beef (pastoral farming) in Coastal Otago. Spurred by buoyant international commodity prices, some parts of the sector have been remarkably resilient throughout the COVID-19 pandemic to date, while others in the sector face significant labour and skills shortages and reduced ability to get export product to market. The sector faces numerous structural challenges going forward, many of which will require collaborative, innovative and well-planned solutions along with a decent helping of the ingenuity that continues to be the backbone of our farming community.

The Food and Fibre sector provides a large source of employment across Otago, accounting for 10,347 jobs or 8.0% of the region's employment. There are a further 4,909 further processing jobs that add value to these primary products by converting them into higher value products ready for retail and wholesale trade. In 2021, the sector contributed \$1,025 million towards GDP in the Otago Region, amounting to 7.1% of our total economic output.

An important feature of the sector is its large swings in seasonal labour demand which is particularly evident in horticulture and viticulture. During harvest times, employment levels can spike to five to eight times higher than their winter trough; labour demand for these industries in Otago peaks at 5,710 workers during summer and falls to as low as 901 workers during winter. Seasonality within pastoral farming systems also creates challenges such as obtaining staff for silage making and calving. This seasonal swing can create significant stress and affect the wellbeing, particularly of those employers, in the sector.

The sector is also defined by sub-regional differences; almost half (48%) of all employment in the sector across Otago is in coastal Otago, with a further 37.6% of employment in inland Otago. As a result of Dunedin's boundaries stretching across a significant geographical area, one in every seven jobs (14.3%) in Otago's Food and Fibre sector are in the Dunedin sub-region.

The Food and Fibre sector has an increasing share of workers aged 65 and above. While this metric has seen some positive change, the sector's ageing workforce

will remain a salient issue. People in the Food and Fibre sector are twice as likely to be self-employed as people working across the Otago labour market, although this has fallen significantly over recent years as the sector has corporatised. The use of self-employed rural contractors is significant in the horticultural sector.

Food and Fibre workers tend to work relatively long hours, with high proportions of people working 40-49 hours and 50-59 hours. From an earnings perspective, despite such long hours, average wage earnings in the sector are low, relative to the wider Otago labour market. Wages in the sector are reflective of employees but will represent an undercount of earnings for the self-employed who also build up capital in the value of their property. Just under 70% of the workforce is male, a proportion that has remained consistent over the last 20 years.



COMPLICATIONS



ACROSS THE SECTOR

We are seeing the converging challenges of an aging workforce and issues with attraction and retention.



There is a need for more transparent career pathways, better workforce mapping and improved guidance on financial literacy to assist young people looking to decide to work in primary industries.



The sector is feeling the ongoing effects of the pandemic, facing sharp skills shortages and supply chain issues.



The implications of carbon reduction, the impact of technology challenges and piecemeal regional broadband access, are significant issues, along with the increasing difficulty of asset transfers.



EMPLOYERS TOLD US

Skill and labour shortages are also creating barriers, constraints and issues at an employer level.



These challenges are exacerbated by competition for labour elsewhere, as well as overlapping seasons between different parts of the agricultural sector.



Border closures have significantly reduced the available pool of the short-term labour that was previously used to fill seasonal demand.



Housing shortages can also create recruitment challenges within the sector, with rentals often in short supply in rural towns and communities. Some employers provide housing, but this is capital intensive. Ensuring accommodation provided on farms and orchards is brought up to healthy homes standards has created some pressure, particularly for seasonal worker accommodation.



WORKERS TOLD US

Some Food and Fibre sector employees work extremely long hours, which can have negative impacts on staff wellbeing and risks burnout. There are also health and safety risks associated with fatigue.



There are large numbers of people in the sector without any formal qualification or skills development pathway. A high prevalence of self-employment also creates challenges for the accessing of training and career development opportunities.



As New Zealand becomes increasingly urbanised there is a lack of understanding about what careers in the agricultural sector look like and a reluctance by some to work within the sector.



Environmental concerns, the isolation of working in rural areas, and perceptions that the sector does not readily adopt technology or support workers in having a good work-life balance, feed into this.



SUMMARY OF ACTIONS

9.0

Our role as a Regional Skills Leadership Group is to develop a picture of Otago's labour market aspirations, research and analyse, and then coordinate and facilitate action in the region to help us achieve our aspirations.

In this first iteration of our Regional Workforce Plan we have analysed Otago's key workforce challenges and opportunities, with a focus on the Construction, Accommodation & Food Services, Healthcare & Social Assistance and Food & Fibre sectors.

The actions we have subsequently identified below have been developed following extensive stakeholder and partner feedback on this analysis. While these actions still require further detailed planning and implementation design to identify the delivery partners, targeted activities, initiatives, and the investment required to bring them to life, we are confident that once implemented, they will support the region to achieve milestone steps in improving labour market outcomes for Otago.

OTAGO REGIONAL SKILLS LEADERSHIP GROUP ASPIRATIONS

01 Whole of region
coordination

02 Transformational
change in education

03 Building capability across
the labour market

04 Quality (and equality)
of life



IDENTIFIED WORK AREAS What does our analysis (through data and stakeholder engagement) tell us?	RSLG ACTIONS What can we do about it?	TYPE OF ACTION Lead Collaborate Recommend	CORRESPONDING ASPIRATION
<p>OTAGO FACES A SIGNIFICANT SKILL SHORTAGE</p> <p>Labour and skill shortages are apparent across all of our focus sectors and in all sub-regions of Otago.</p> <p>Our ageing population is a significant contributing factor. This is a trend being experienced across much of New Zealand and means that competing with other regions or sectors for workforce is likely to be a costly, zero-sum activity.</p> <p>While in the past the region has relied on immigration to fill seasonal shortages, the Immigration Rebalance means that policy settings for employing migrant labour are less permissive than previously, a factor that is proving challenging for our businesses.</p> <p>However, innovative solutions and gains in regional productivity can be employed to combat skill shortages in our region. Our actions in this work area will be centred around the support of existing initiatives that enhance productivity across Otago and supporting the investigation of new initiatives.</p>	<p>The Otago RSLG will lead a feasibility analysis for a potential regional solution that looks to mitigate skills shortages. The solution could leverage seasonality, explore labour sharing options, and potentially address underemployment. This response may lead to the formation of a separate entity that mitigates risk for employers and employees, or a platform that links up existing activity. It could also act as a conduit for regional connectivity. Our engagement suggests that there is wide-ranging enthusiasm for this project.</p>	<p>Otago RSLG to lead</p>	<ul style="list-style-type: none"> • Whole of region coordination • Building capability across the labour market • Quality (and equality) of life
	<p>The Otago RSLG will collaborate with regional economic development agencies and their initiatives to assist with the development of recruitment solutions, seasonal workforce attraction and labour market forecasts relating regional workforce needs.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Whole of region coordination • Building capability across the labour market
	<p>The Otago RSLG will continue to advocate for Otago, our businesses, and our workers in our engagement with central government policy teams on relevant labour market issues, for example, immigration settings, secondary tax, etc.</p>	<p>Otago RSLG to lead</p>	<ul style="list-style-type: none"> • Building capability across the labour market
<p>GREATER PARTICIPATION IN THE LABOUR MARKET AND BRINGING OUR PEOPLE BACK TO THE REGION ARE GOALS FOR MĀORI</p> <p>Boosting Māori participation in the labour market, while attracting talent home to the whenua, are goals of Māori in Otago.</p>	<p>The Otago RSLG will work with the data available to gain a better understanding of Māori participation across the regional economy, which will then inform detailed comment and actions on the Māori economy and its impact on the region's labour market in future Regional Workforce Plan iterations.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Whole of region coordination • Building capability across the labour market • Quality (and equality) of life

<p>THERE IS A NEED FOR GREATER REGIONAL COORDINATION</p> <p>Otago’s economy is based on Small Medium Enterprises (SMEs). This means that few employers have the scale to undertake comprehensive on the job training, provide the level of pastoral care that is increasingly desired or needed by the workforce, and/or undertake the level of innovation that larger employers can invest in.</p> <p>Concurrently, we face deeply uneven housing costs, a lack of region-wide public transport options, and lumpy access to reliable, fast, internet. In a region with a population distributed across such a large catchment area, it is easy to see why, during stakeholder and partner engagement, these factors were often identified as hindrances to improving labour market outcomes.</p> <p>Effective regional coordination is key to beginning to solve some of these structural barriers. There is significant scope for this among those already working towards improving labour market outcomes across the region. Facilitating this regional coordination is an important action that the RSLG will undertake to improve Otago’s labour market outcomes, enabling us to leverage the strengths of all our actors, and our region as a whole.</p>	<p>The Otago RSLG will continue to enhance collaboration with our Otago rūnaka; Moeraki, Otakau and Puketeraki, as well as with the seven rūnaka that work together as shared kaitiaki of what is now known as the Queenstown Lakes area.</p> <p>The Otago RSLG will also build on our existing relationship with Te Kupeka Umaka Māori ki Araiteuru (KUMA), the Southern Māori Business Network and Aukaha – Regional Innovation Hub and other Māori providers in the region to enhance Mana Takata / Pathways to Employment by supporting workstreams that align with the RSLG aspirations and strategic imperatives.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Whole of region coordination • Building capability across the labour market • Quality (and equality) of life
	<p>The Otago RSLG will lead information sharing between sub-regional labour market initiatives to enable wider collective impact.</p>	<p>Otago RSLG to lead</p>	<ul style="list-style-type: none"> • Whole of region coordination • Building capability across the labour market
	<p>Physical connectivity is vital for regional coordination. The Otago RSLG will support the investigation of public transport solutions throughout our region to enable the more efficient movement of people, goods and services.</p>	<p>Otago RSLG to recommend</p>	<ul style="list-style-type: none"> • Whole of region coordination • Building capability across the labour market • Quality (and equality) of life
	<p>The Otago RSLG will continue to engage with the Otago Mayoral Forum and the Otago Regional Economic Development (ORED) working group on cross regional collaborative initiatives that seek to address workforce and skill development considerations.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Whole of region coordination • Building capability across the labour market

<p>PATHWAYS INTO, AND THROUGH, EMPLOYMENT ARE UNCLEAR</p> <p>Entry points to, and pathways through, employment are not always clear to workers or prospective workforce participants.</p> <p>This is a perennial issue that was again highlighted in recent Otago RSLG engagement. We were told that careers guidance provision is fragmented and often not aligned with learner needs, and as such prospective employees and their whānau were not fully aware of the differing opportunities offered by different sectors.</p>	<p>The Otago RSLG will work with system providers to ensure careers guidance in our region is up-to-date and relevant for Otago students, to support better ways of meeting future skills and workforce needs in our region.</p>	<p>Otago RSLG to recommend</p>	<ul style="list-style-type: none"> • Transformational change in education • Building capability across the labour market
	<p>The Otago RSLG will work with the data available to gain a better understanding of Māori participation across the regional economy, which will then inform detailed comment and actions on the Māori economy and its impact on the region's labour market in future Regional Workforce Plan iterations.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Transformational change in education • Building capability across the labour market
<p>THERE IS A MISALIGNMENT OF EDUCATION AND INDUSTRY TRAINING REQUIREMENTS</p> <p>Formal education and industry training requirements are not aligned. Our stakeholders and partners informed us that current provisions are not suitable for learners or employers and that critical, transferable skills are not apparent in school leavers or new workers.</p> <p>This has also been a long-standing complaint, particularly from SMEs that require an experienced workforce to reduce the significant marginal costs of induction. There is a labour market inefficiency in this misalignment, exacerbated by our extremely tight labour market.</p>	<p>The Otago RSLG will provide region centric recommendations to vocational education system entities such as Workforce Development Councils, Tertiary Education Commission (TEC), Te Pūkenga and other regional providers.</p> <p>The Otago RSLG will collaborate with initiatives that seek to innovate regional education and training provision. Current initiatives include the Central Otago Secondary Pathways Working Group and BCITO Otago regional construction pathways initiative.</p>	<p>Otago RSLG to recommend</p>	<ul style="list-style-type: none"> • Transformational change in education. • Building capability across the labour market. • Quality (and equality) of life
	<p>The Otago RSLG will collaborate with initiatives that seek to innovate regional education and training provision. Current initiatives include the Central Otago Secondary Pathways Working Group and BCITO Otago regional construction pathways initiative.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Transformational change in education. • Building capability across the labour market. • Quality (and equality) of life
	<p>The Otago RSLG will engage with the Construction and Food & Fibre Centres of Vocational Excellence (CoVEs), seeking initiatives that reflect Otago's needs.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Transformational change in education. • Building capability across the labour market. • Quality (and equality) of life

<p>OTAGO NEEDS TO BE BETTER PREPARED FOR CHANGING TECHNOLOGIES</p> <p>The influence of technological change on work is increasing, and most, if not all, Otago workforces are ill-prepared to transition to the future of work. This is especially evident in the Construction, Healthcare and & Social Assistance and Food & Fibre sectors.</p> <p>Digital connectivity is as vital for our region as physical connectivity will play an increasingly important role in our future. The Otago RSLG has heard from its stakeholders and partners that improved broadband infrastructure right across the region is a priority – this will enable us to better take advantage of the productivity gains offered by emerging technologies.</p>	<p>Otago RSLG will collaborate with education providers, Ministry of Education (MOE), TEC and the Workforce Development Councils to ensure capability upskill in this area is a priority in learning provision.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Transformational change in education • Building capability across the labour market • Quality (and equality) of life
	<p>The Otago RSLG will collaborate with subregional and sector-based groups that aim to better equip the Otago workforce for technological change, such as the Dunedin Centre of Digital Excellence (CODE), the Southland and Otago Regional Engineering Collective (SOREC), the Queenstown Research and Innovation Hub and the Whakatipu Hangarau Trust.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Transformational change in education • Building capability across the labour market
	<p>The Otago RSLG will recommend that more equitable digital access be provided to enable our region to better take advantage of the productivity gains offered by emerging technologies.</p>	<p>Otago RSLG to recommend</p>	<ul style="list-style-type: none"> • Transformational change in education • Building capability across the labour market
<p>WORKING CONDITIONS REMAIN UNFAVOURABLE FOR SOME</p> <p>Formal education and industry training requirements are not aligned. Our stakeholders and partners informed us that current provisions are not suitable for learners or employers and that critical, transferrable skills are not apparent in school leavers or new workers.</p> <p>This has also been a long-standing complaint, particularly from SMEs that require an experienced workforce to reduce the significant marginal costs of induction. There is a labour market inefficiency in this misalignment, exacerbated by our extremely tight labour market.</p>	<p>The Otago RSLG will collaborate with Unions Otago to increase awareness of the role of the Labour Inspectorate in ensuring workplaces in our region continue to be safe and compliant.</p>	<p>Otago RSLG to collaborate</p>	<ul style="list-style-type: none"> • Building capability across the labour market • Quality (and equality) of life
	<p>The Otago RSLG will advocate for secure employment and safer workplaces in our engagement with central Government policy teams on relevant issues.</p>	<p>Otago RSLG to recommend</p>	<ul style="list-style-type: none"> • Building capability across the labour market • Quality (and equality) of life



LAURA BLACK
CO-CHAIR

We are experiencing seismic shifts in our economy, with climate change, climate mitigation, significant demographic changes in the workforce, automation, and shifting consumer demand. For Otago to make the best of this transformational time, and for us to take every person who lives here with us into a more productive and prosperous economy, we must work together. This means deepening our understanding of this place, our people, and the structural opportunities, and committing to leaving no-one behind.



KAREN COUTTS
Ngāi Tahu, Te Aitanga-a-Māhaki
IWI CO-CHAIR

The Otago RSLG provides an opportunity never available before to identify labour demands in the region. This information will support Māori to what career opportunities exist now and in the future. For mana whenua, this should support their aspirations to attract whānau to stay in or return to the region. Importantly the work of RSLG should lead to businesses and their use of skilled labour leading to the raising regional productivity and consequently household incomes. This approach should reduce inequity for Māori and other key population groups currently experiencing inequalities.



JO ALLISON
RSLG MEMBER

I am an experienced executive across multiple industries, currently working as Manahautū - Te Whakaawa at Te Rūnanga o Ngāi Tahu (General Manager Corporate Services).

The work of the RSLG is important to Otago to ensure that the unique and diverse needs of the communities, whether they be rural, or urban are heard to support skills development in the future. The changing way we, our children and our grandchildren will see work, and the type of work we will do necessitates different approaches to skills development. Skill development should reflect and support the opportunities we see for our region, and a reflection of our cultural aspirations.



MIKE COLLINS
RSLG MEMBER

My role within the RSLG team has been to provide insights relating to the business community ensuring that their needs are factored into the aspirations that the strategy and action plan will deliver.

We need to ensure that we future proof our local economy and society with a workforce aligned to current and future needs. Having a unified view and meaningful aspirations will strengthen our future as a region. This strategy and action plan will help our business community to thrive and increase productivity via working in partnership to grow workforce capacity, capability, and positive engagement for all.



SIMON DAVIES
RSLG MEMBER

I represent the primary sector, agricultural, forestry and fishing along with representation of the Clutha district.

Economic wellbeing of the region is critical to the economic, social and environmental future of Otago. An equitable, sustainable, productive labour resource with satisfied employees and employers is the driver for economic wellbeing. The regional workforce plan is the strategic director to achieve the desired outcome.



NICK LANHAM
RSLG MEMBER

I am the Economic Development Manager for Central Otago District Council and Co-Chair of the Otago Regional Economic Development Group.

My focus is on creating an environment for our economy to prosper in a way that meets our community's values and aspirations. Work is an important part of people's lives. Otago's economy and workforce face a unique set of issues and opportunities, requiring a regional view. The RSLG's mahi is important in clarifying and developing solutions that address Otago's workforce needs. In this way, we hope to collaboratively support individuals, businesses and the wider community.

OTAGO RSLG MEMBERS



BRIDGET LEGNAVSKY
RSLG MEMBER

I am the Chief Experience Officer, Realnz. Former GM of Cardrona and Treble Cone. Independent director for Breen Construction, Chair of the QLDC Climate Reference Group, Member of the Tourism Industry Transformation Plan, Deputy Chair of Mount Aspiring College.

The diverse combination of backgrounds, experience skill sets of the RSLG team make for fantastic discussions and future thinking for our region to thrive. The mahi is focused on creating a workforce plan to prepare us for the future and leading the implementation of this. Our plan will guide and support our businesses & community in building happy and high performing teams, and create a thriving region for all. Personally, I have loved the leadership, respect and value created within this group and the wider stakeholders.



ASHLEA MUSTON
RSLG MEMBER

I am a union member who has held a number of elected roles within the Public Service Association, a member of Unions Otago and a representative for workers across Otago.

The Otago RSLG is an important mechanism for identifying and ultimately filling skills gaps and shortages with good jobs that give workers certainty now and into the future. The work of the RSLG will give working people more certainty and clarity about the direction their industry is taking, and the way they can be supported to have permanent, secure work. As a result of the RSLG's work, I aim to see high quality jobs in places where people are based, allowing the community to flourish.



DARRYL CARRAN
RSLG MEMBER

I am the National Secretary of the New Zealand Meat Workers Union.

This mahi is so important for Otago because of the large population of seasonal workers, the opportunities for growth in many industries and not just meat processing. It is important for Otago that the people working on the RSLG/RWP are from the Otago community and have in-depth knowledge of that community and how to be agile in response to those community needs. Employment opportunities includes the ability for retraining, future proofing the workforce and making sure that minimum standards are met.



CLAIRE PORIMA

Ngāti Hikairo

RSLG MEMBER

As Tumuaki/Chair of the Southern Māori Business Network (KUMA), I am focused on ensuring the aspirations of Māori businesses across the region are embedded in the RSLG Otago Work Plan.

The Otago RSLG upholds the kaupapa of inclusivity and that what is good for the Māori economy will be good for all the community. The RSLG will advance Tiriti responsive solutions and provide government with a local Māori insights for delivering sustainable labour market policies relevant to all unique communities across the vast Otago landscape. Having an input into policy development is vital to sustaining a thriving community which is why the RSLG RWP mahi is so important.



RUTH STOKES

RSLG MEMBER

I am the Chief Executive of the Queenstown-Lakes District Chamber of Commerce & Industry, representing business in the Wakatipu.

Developing a sustainable workforce into the future is a complex challenge that requires a multi-faceted response. The RSLG plays a key role in bringing employer, employee, education, and social services together to understand the issues and opportunities. In this way we can develop a path forward that reflects many voices but together is in harmony.



RACHEL WESLEY

Kāi Tahu, Kāti Māmoe, Waitaha

RSLG MEMBER

I represent a mana whenua voice on the Otago RSLG. Although my Kāi Tahu whakapapa links me to hapū and marae from Banks Peninsula south to Foveaux Strait, I am most strongly affiliated to Ōtākou.

The work being undertaken by the RSLG is a co-ordinated approach to labour market planning in Otago. From my perspective, this is an excellent opportunity to ensure that a te ao Māori lens is applied to the Regional Work Plan and how we confront the challenges that specifically face Māori within our region. The prospect of a joined-up approach with mana whenua and other Māori stakeholders alongside the key players and advisers of the Otago RSLG offers the potential to create positive intergenerational change for whānau Māori.

OTAGO RSLG MEMBERS



STEPH VOIGHT
RSLG MEMBER

I am the Regional Commissioner Southern Region, Ministry of Social Development and the Regional Public Service Commissioner for Otago & Southland.

Rōpū Manawhakahaere Member - Whāngaia Ngā Pā Harakeke (Otago & Southland), Governance Group Member - Otago Pioneer Women Memorial Association, Governance Group Member - RightTrack Otago, Enduring Oversight Group Member - Just Transitions (Southland).

The Otago Regional Workforce Plan provides a blueprint to the future for a tākiwa that is fundamentally transforming, whilst still facing the same skill and labour challenges as the rest of Aotearoa.



EMMA HAMILTON
PERMANENT OFFICIAL

I am currently the Southern Regional Labour Market Manager for the Ministry of Social Development (MSD). I am responsible for facilitating the development and creation of job opportunities with an emphasis on disadvantaged localities and populations or groups, and working to address barriers to labour market growth in our region. I value the opportunity to support the mahi of the Otago RSLG, which complements the focus of my team, and will help our community and our labour market thrive.



Te Kāwanatanga o Aotearoa
New Zealand Government

