



OTAGO REGIONAL WORKFORCE PLAN

2022 SUMMARY

OUR STRATEGIC IMPERATIVES

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.

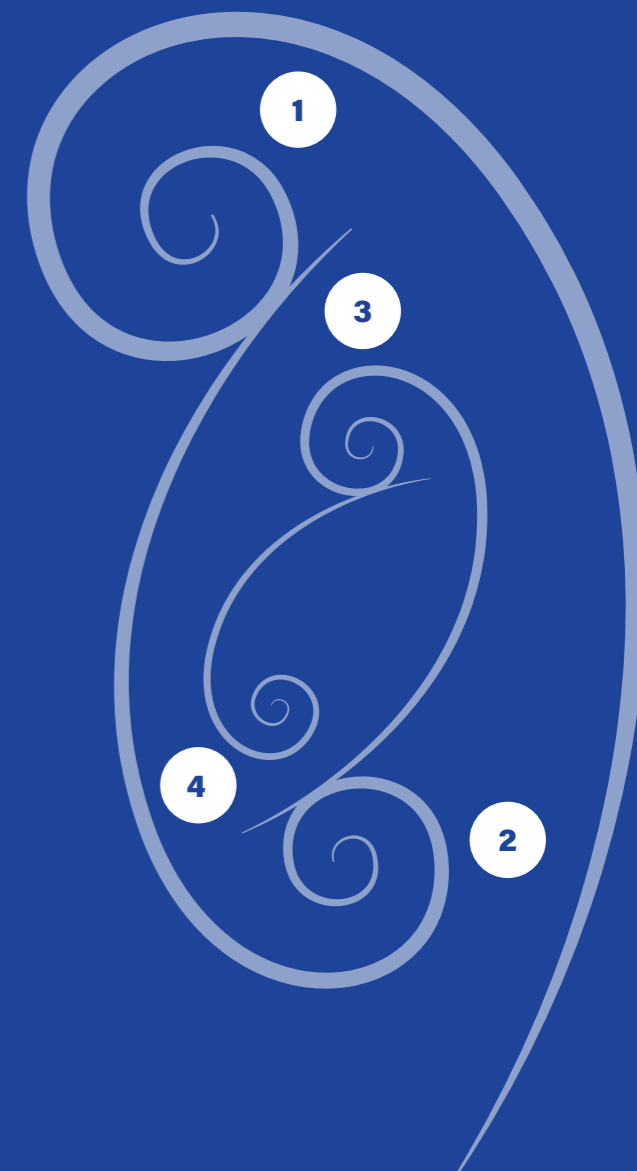
2 IN THE NEXT OLDEST FROND
Kaitiakitanga - pervades all our work to protect and regenerate the workforce and ensure sustainability. Its strength will allow us to focus on a region-wide perspective and contribute to strong, local, circular economies (whānau, community, and business).

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.



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Written collectively by the Otago Regional Skills Leadership Group (RSLG), bringing together in-depth regional economic analysis and extensive stakeholder input, Otago's inaugural Regional Workforce Plan (RWP) highlights the region's labour supply and demand trends and begins to identify where change is needed in order to achieve a highly skilled and coordinated regional labour market.

Designed to stimulate discussion, coordination and action towards meeting the future skills and workforce needs of our region, the RWP will inform how we tackle some of the issues, challenges, and opportunities we are facing as well as elaborate on our vision for the future of Otago.

VISION

OUR OVERARCHING ASPIRATION IS TO DEVELOP AN EQUITABLE, RESPONSIVE, AND SUSTAINABLE LABOUR MARKET SYSTEM THAT SUPPORTS EVERYONE IN OTAGO TO THRIVE.

OUR ASPIRATIONS

Whole of region coordination
We will be a conduit for effective regional coordination in Otago's labour market.

Building capability across the labour market
We will build capability across the labour market, focussing on the elimination of barriers that hold people back from accessing the training opportunities they need to fully participate and respond to changes in work.

Transformational change in 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.

Quality (and equality) of life
We want to enable our communities and whānau to live well in vibrant and well-serviced communities across all parts of Otago.

OUR AREAS OF FOCUS

To breathe life into our aspirations and deepen our understanding of the challenges and opportunities involved in meeting them, the Otago RSLG has chosen to focus the first iteration of the Regional Workforce Plan on four key industries that span Otago's sub-regions;

- **Construction**, an industry that is significant to the region as a whole
- **Accommodation and Food Services**, with an Inland Otago focus
- **Healthcare and Social Assistance**, with a Dunedin focus
- **Food and Fibre**, with a coastal Otago focus

While these are our initial focus sectors, the Otago RSLG is committed to, in the future, undertaking an in-depth review of other key sectors and demographic groups in the Otago labour market.

OUR ACTIONS

Our role as a Regional Skills Leadership Group (RSLG) 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.

The actions we have subsequently identified 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.

To view the Otago Regional Workforce Plan in full please go to mbie.govt.nz/otago-rslg or email otagorslg@mbie.govt.nz

IDENTIFIED WORK AREAS What our analysis told us	ACTIONS What can we do about it?
Otago faces a significant skill shortage	<ul style="list-style-type: none"> 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. 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. 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.
Greater participation in the labour market and bringing our people back to the region are goals for Māori	<ul style="list-style-type: none"> 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.
There is a need for greater regional coordination	<ul style="list-style-type: none"> 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. 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 to enhance Mana Takata / Pathways to Employment by supporting workstreams that align with the RSLG aspirations and strategic imperatives. The Otago RSLG will lead information sharing between sub-regional labour market initiatives to enable wider collective impact. 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. 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.
Pathways into, and through, employment are unclear	<ul style="list-style-type: none"> The Otago RSLG will work with system providers to work toward ensuring that 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. The Otago RSLG will collaborate with regional initiatives that address clarity of pathways into, and through, employment such as Workforce Central Dunedin, the Central Otago Secondary Pathways Working Group, Education to Employment, Youth Employment Success, Mayors Taskforce for Jobs, and the BCITO Otago regional construction pathways initiative.
There is a misalignment of education and industry training requirements	<ul style="list-style-type: none"> 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. 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. The Otago RSLG will engage with the Construction and Food & Fibre Centres of Vocational Excellence (CoVEs), seeking initiatives that reflect Otago's needs.
Otago needs to be better prepared for changing technologies	<ul style="list-style-type: none"> 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. 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. 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.
Working conditions remain unfavourable for some	<ul style="list-style-type: none"> The Otago RSLG will collaborate with Unions Otago to work toward increasing awareness of the role of the Labour Inspectorate in ensuring workplaces in our region continue to be safe and compliant. The Otago RSLG will advocate for secure employment and safer workplaces in our engagement with central Government policy teams on relevant issues.