



Tāmaki Makaurau

**BUILDING THE WORKFORCE
FOR BETTER JOBS**



Tāmaki Makaurau
**REGIONAL SKILLS
LEADERSHIP GROUP.**

About Regional Skills Leadership Groups

The Government established independent Regional Skills Leadership Groups (RSLGs) to identify and support better ways of meeting the future skills and workforce needs of Aotearoa New Zealand's regions and cities. RSLGs are connecting with stakeholders, gathering labour market information, and providing advice to decision-makers in regions and central government. Functioning independently, the groups are locally based and regionally enabled, and supported by a team of data analysts, advisors and workforce specialists at the Ministry of Business, Innovation & Employment. Members of RSLGs include iwi/Māori, regional industry leaders, economic development agencies, community and government representatives, who contribute their knowledge and local expertise.

<https://www.mbie.govt.nz/tamaki-makaurau-rslg>

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Te Kāwanatanga o Aotearoa
New Zealand Government

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1. Mihi



He aha te hau e wawara e wawara?

**He tiu he raki nāna i ā mai te pūpūtarakihi ki uta,
e tikina atu e au te kōtiu koia te pou whakairo
ka tū ki Waitematā.**

**Ka rerenoa ngā oha ki a Kawerau ki te uru,
ki a Paoa ki te rāwhiti, ki a Waiohua ki te tonga.
Herea mai ngā taura o ngā mātāwaka ki te pou
whakairo, ka whakatauki ai ahau i konei,
Tāmaki Makaurau Tāmaki Herehere i ngā waka.
Tēnei ka mihi ake, kei aku rangatira tēnā rā
koutou katoa.**



2. Co-Chair Foreword

Pū rewa, Tai rewa, Ka rewa, Tangitū te ao, korowai te motu,
Ka hautapu ngā maunga, Whaitere ki nga awa, Tau noa atu
ki te moana ee.

Welcoming to *Building the Workforce for Better Jobs*; the first Regional Workforce Plan of the Tāmaki Makaurau Regional Skills Leadership Group (RSLG).

Regional Skill Leadership Groups (RSLGs) were established as part of the Reform of Vocational Education (RoVE) and also as a recommendation from the Whakamana Tāngata report of the Welfare Expert Advisory Group.

The 15 groups were established to gather local and regional labour market intelligence and to provide advice to government and vocational education agencies on the issues and concerns that businesses, learners and workers are facing.

We were privileged to have been asked to be co-chairs of the interim Tāmaki Makaurau RSLG by then-Employment Minister, Hon Willie Jackson and to have been confirmed in the role by the current Minister of Social Development and Employment, Hon Carmel Sepuloni.

Interim RSLGs were formed a few months after COVID-19 had disrupted the country. We sprang into life to provide labour market advice to government and its agencies in a situation none of us had seen before. The pandemic and its lockdowns forced us to look hard at the health workforce that was bearing the brunt of the COVID-19 response, the construction sector which was being funded to keep the economy ticking over, and the hospitality workforce that was decimated by the long lockdowns, especially in Tāmaki Makaurau.

Our work on these three sectors is featured in this report, but as the single largest population and economic region in the country, we have also addressed the workforce and skill needs of all parts of Tāmaki Makaurau region's economy.

This report is the starting point for the Tāmaki Makaurau region. Over the next year, we will be consulting and working with everyone involved with our region's labour market. We will be breaking down barriers and suggesting new ways of building a prosperous region that leaves no-one behind.

We wish to thank all the members of our RSLG for their collaborative work in producing this report. We also thank our Ministry of Business, Innovation and Employment (MBIE) Secretariat for going beyond the call of duty to ensure that we have a report, of which we can all be proud.




A L Tamihere
Awerangi Tamihere
Co-Chair



Robert Reid
Robert Reid
Co-Chair

3. Executive Summary



Tāmaki Makaurau, a place desired by many, has been built from a rich Māori heritage. Today it has one of the most diverse populations globally, is the world’s largest Pacific village, and home to large ethnic and migrant communities.

Its workforce and industries have scope to benefit from employing and upskilling more people from these communities, alongside rangatahi, or youth, women, people with disabilities and ageing workers.

This report sets out an ambitious plan for workforce and skills development that delivers good skills, good jobs, good businesses, and ultimately, a good quality of life. Over the last year, the Tāmaki Makaurau RSLG has spoken with iwi/Māori, employers, unions, learners, industry organisations, whānau, educators, and government agencies. All have identified a lack of co-ordinated action at the regional level as a barrier to better labour market outcomes.

Many have committed to work with the RSLG to address this challenge – some drawing inspiration from the Tāmaki 10,000 strategy. One of the RSLG’s first decisions was to mandate Tāmaki 10,000 as the Māori workforce strategy for the region. The Tāmaki 10,000 strategy is a partnership between iwi, urban Māori and Māori providers which will see 10,000 whānau supported in their employment journeys.

This plan includes a range of actions over the short, medium, and long term with a focus on communities where there is scope to improve labour market outcomes. It also focuses on industries that are developing the workforce and skills that the region needs for the future.



Ehara taku toa i te toa takitahi, engari he toa takitini

Success is not the work of the individual
but the work of many



THESE INDUSTRIES INCLUDE:

Construction and Infrastructure:

The report highlights the forward pipeline of regional work and provides certainty for investment in Construction and Infrastructure businesses, workforce, and skills development. In 2019, the RSLG partnered with Waihanga Ara Rau to bring together employers, industry, learners, workers and education providers for workforce and skills development. Participants identified as priorities local workforce development, education-to-employment pathways for rangatahi, or youth, increasing diversity, and technology up-skilling.

The strong forward workbook means that employers can recruit and invest in people, including training on new technologies that will reduce business costs. Regional partners will work together on co-ordinated pathways that make the most of on-the-job training investment, so that students can move seamlessly into apprenticeships from trades academies or pre-trades training.

Tāmaki Makaurau relies heavily on migrant workers to build its infrastructure. Professionals often bring experience not available locally and can support local workforce upskilling, and their skills will continue to be needed. At the same time, more can be done in the region to connect employers and graduates to tailored tertiary education offerings. Increasing competition for labour – including from emerging Māori and Pacific business owners - should see employers move away from casualised employment practices, particularly for the 30 per cent of the workforce in labour hire (a higher proportion of which are Māori and Pacific workers), which has limited investment in vocational and professional development.



Photo: Ngāiwi Whātua Drakei



Photo: Te Whānau O Waipareira

Community Health Education and Social Services:

Population growth is driving the demand for teachers and other educators, health and care workers, and community and social workers, many of whom are employed or funded by the public sector.

Health and care workers are already one of the region's largest workforce, with demand for nurses and aged care residential workers outstripping employment growth across the region as whole. Aotearoa-New Zealand's reliance on offshore talent to fill acute shortages means that it now has the highest proportions of migrant doctors and nurses of any OECD country. The last two years have underscored the risk of this reliance, and urgent action is needed to attract, retain and train a sustainable workforce. The RSLG is supporting and amplifying regional leadership to immediately grow the nursing workforce, including the Nursing Pipeline Initiative, provider innovation (as evidenced in the COVID-19 response), and partnership with Toitū te Waiora on vocational provision. This report calls for action to recall nurses to the profession, increase migrant nurse attraction, address training bottlenecks, and introduce innovation to grow the allied workforce and their pathway options.

Services (featuring in-depth work on Hospitality):

The RSLG is working with Ringa Hora on vocational training across the services industries, with a focus on COVID-19 workforce challenges, which have disproportionately affected the Hospitality sector. Hospitality brings locals and visitors together, and the highly seasonal sector has traditionally drawn from a willing and available working holiday and student visa workforce, alongside professional migrants such as chefs.

The sector's Future Hospitality Roadmap acknowledges that the shape of the industry may have changed forever, and this report supports that view. The RSLG is supporting roadmap implementation, starting with action to understand and increase sector attractiveness for a range of local workers. The RSLG also supports the HospoCred (case study in chapter) programme which will allow candidates to find quality employers who are investing in developing their workforce.



Photo: Auckland Unlimited

Primary Industries (featuring Horticulture):

Tāmaki Makaurau is a national horticultural producer, with a quarter of all vegetables grown in the Franklin local board area. The industry directly employs people in sectors ranging from forestry and viticulture to fisheries and aquaculture and is home to head offices and a growing agritech industry. The RSLG will work with Muka Tangata, and education providers to continue workforce development and training to prepare for increased technology use and changing crop and production practices.

The Recognised Seasonal Employer workforce has been important for regional horticultural management and production, and closed borders were a challenge for these employers. The RSLG welcomes local action in Franklin and Rodney to improve pastoral care and industry practices, and notes opportunities to work in partnership with neighbouring RSLGs with shared employers.

Screen and Creative Industries:

Tāmaki Makaurau is experiencing strong employment growth in screen, creative, and related digital technology sectors, notably post-production and gaming. The workforce is early in its development and remains characterised by contracted employment arrangements. This report sets out actions to increase secure and sustainable employment, including growing Māori employment and business leadership. The RSLG will support and provide insights to Toi Mai WDC as it develops regional training to meet workforce and industry aspirations.

Manufacturing, Engineering, Logistics and Transport:

The Tāmaki Makaurau RSLG will work with Hanga-Aro-Rau to better coordinate action to address workforce and skills challenges. This work will draw on insights from existing regional initiatives, such as Project Ikuna (Pacific workforce upskilling), truck driver training, and identifying and developing training for the skills needed for advanced manufacturing.

Connecting people to good jobs:

The last section of the plan looks at smarter ways to connect people to good jobs and careers in a well-functioning labour market. It includes actions to match people to technology, and to grow green skills and jobs that support climate adaptation. It looks to a future for Tāmaki Makaurau where everyone has access to quality jobs, in more inclusive workplaces and industries, and support for transitions in and out of the workforce.



Photo: Auckland Unlimited

We invite you to join us, as we break down barriers and suggest new ways of building a prosperous region where no one is left behind.

4. Our Region – Our Whakapapa



Tāmaki Makaurau, Tāmaki Herenga waka, Tāmaki Herenga tāngata e

Tāmaki desired by the multitudes,
Tāmaki the gathering of many waka
Tāmaki the gathering place of many
people and cultures



Photo: Auckland Unlimited

Tāmaki Makaurau is the Māori name for the Auckland rohe, meaning ‘Tāmaki desired by many’, which stretches across Auckland isthmus, around Waitematā and the Manukau harbours, the Waitākere and Hunua ranges to Kaipara Harbour.

It is the region’s natural resources and geography (including strategic vantage points, portage routes, and mahinga kai) which first attracted Māori.

Tāmaki Makaurau is Aotearoa-New Zealand’s most populous and culturally diverse region. It is home to over 120 different ethnic communitiesⁱ. This plan reflects the whenua, people, economy and business, and sets out a vision to promote an environment in which high-quality jobs can flourish.

The roots of Tāmaki Makaurau as a commercial and trading hub can be traced back to the time when Maui explored the Pacific, testing the boundaries of known reality to look for fertile land and waters to nurture future generations. For over 700 years following the Great Migration, Māori in this area cultivated and used the natural resources of the moana (the three harbours of Kaipara, Manukau and Waitematā), ngahere (forest) and whenua (land) to sustain whānau and trade.

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The next migration was of European settlers, again attracted to the fertile land and harbours, many seeking better lives for themselves and their families. Local iwi and Māori prospered, recognising and seizing new business opportunities. In this golden age of the Māori economy, Māori dominated the trade landscape with their ships exporting across the Tasman, some financed by the first Māori-owned bank, Te Peeke o Aotearoa, established by King Tawhiao. After the signing of Te Tiriti o Waitangi (Te Tiriti), Auckland was established as the colonial capital on land purchased from Ngāti Whātua. Māori agriculture from across the region fed towns and was traded domestically and offshore. Māori were “landlords, farmers, graziers, seamen, ship owners and labourers”ⁱⁱ.

Tāmaki Makaurau then became a military stronghold for the colonisers invading Māori land. Māori-controlled ports were blockaded leading to the collapse of Māori trade, and Māori were stripped of core assets and land, corroding their economic independence. Māori business went into rapid decline. Throughout the late 1800s, new legislation enabled the Crown to purchase and confiscate 1.2 million acres of Māori land across the region. Successive legislation systematically stripped Māori of their whenua, resources, freedoms, language and identity. The state removal of Māori resources meant Māori were structurally disadvantaged and increasingly destitute with declining economic, health, education, social and political status, autonomy and sustainability.

As their prosperity declined, Māori moved to cities in search of employment and opportunity. In the fifty years to 1986, the Māori population shifted from being 83 per cent rural to 83 per cent urban. This exodus exacerbated the loss of economic privilege, whenua, identity, language and tikanga. Few Māori went into higher education, which left most in low-skilled, low paid occupations. Limited levels of home ownership and restricted access to capital led to fewer Māori-owned businesses. Urban Māori became an exploitable and exploited resource.

People of Pacific ethnicities have a long history of settlement in Tāmaki Makaurau, with migration from across the Pacific taking place throughout the past 150 years. There have been two significant waves of Pacific migration to Tāmaki Makaurau. During the 1960s, young Pacific men answered the call to fill labour shortages in the agriculture and forestry sectors, and young women as domestic workers. In the early 1970s, a second wave from across the Pacific helped meet the acute labour shortage in the manufacturing industry. Later that same decade, the oil crisis and economic recession saw many targeted as overstayersⁱⁱⁱ. In 2021, the Government offered a formal apology for the Dawn Raids^{iv}, describing the raids as discriminatory^v.

More recently, Tāmaki Makaurau region's Asian population has experienced rapid growth. In 1991, only five per cent of Tāmaki Makaurau region's residents identified with an Asian identity. By 2018, this proportion had increased to 28 per cent.

This economy and labour market now offers the scale, clustering and depth that creates commercial and industrial opportunities.

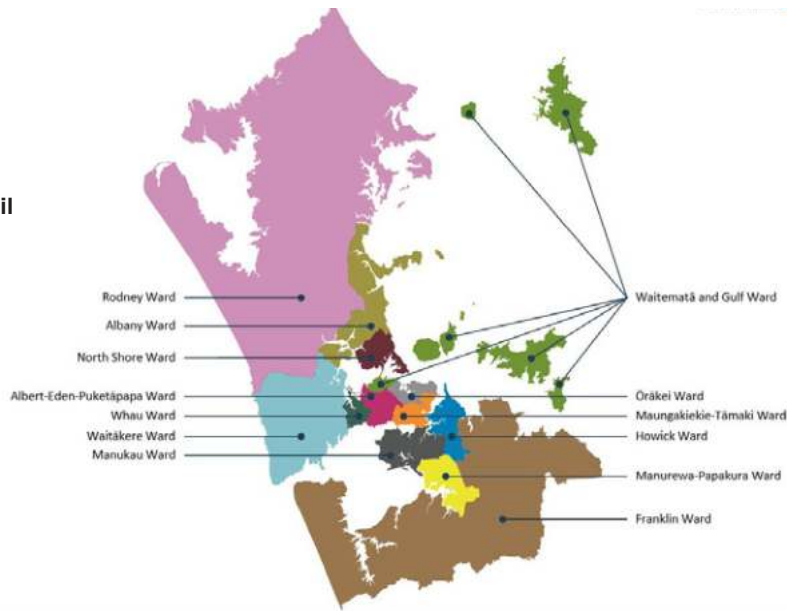
The Tāmaki Makaurau region's land and harbours were attractive to those seeking better lives for themselves and their children. Many came initially for tertiary study, and then settled in the region afterwards. Asian people are over-represented among those with overseas secondary school qualifications and higher level of formal qualifications overall^{vi}.

Tāmaki Makaurau remains a place desired by many. However, given the history of colonisation and the use of Pacific and other migrant groups as sources of low wage labour, structural inequities in the region's labour market have been created that the RSLG will address in the next iteration of the plan.



Photo: Auckland Unlimited

Auckland Council Boundaries

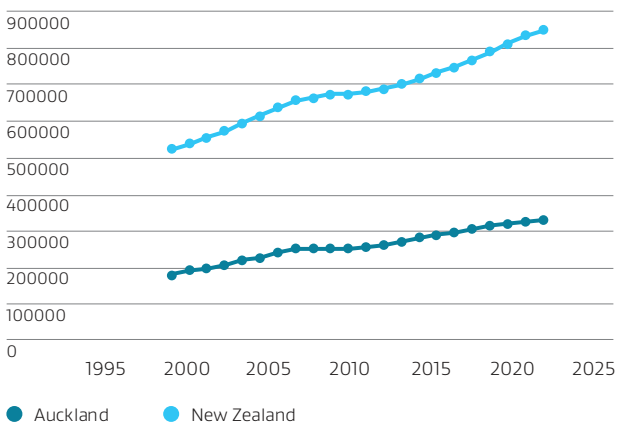


The Auckland Council’s unitary region was created following a Royal Commission in 2010^{vii}, and now includes a governing body and 21 elected local boards (see map). As Aotearoa- New Zealand’s only global city, and its development as a centre for trade, the region’s economy has diversified.

The economy and labour market now offers the scale, clustering and depth that creates commercial and industrial opportunities, and attracts highly specialised global talent and investment. This means further capitalising on Tāmaki Makaurau region’s knowledge-intensive employment which is by far the largest compared to any other region nationally, employing over 190,000 people. Tāmaki Makaurau region’s knowledge intensive workforce has a predominant role for creating economic activity towards employment in deep tech for example Rocket Lab and HelicoBio^{viii}, represent the potential for a greater share of the nation’s economic output and employment, as well as the source of future productivity growth for Tāmaki Makaurau and Aotearoa - New Zealand.

Tāmaki Makaurau region’s labour market remains extremely tight, with record low unemployment rates. As underutilisation continues to fall, there is a widespread labour market stretch.

Knowledge Intensive Employment Levels



Source: Infometrics^x

This is partly due to business expectations of considerably weaker net migration and limited availability of skilled workers, especially in the Health, Technology, Manufacturing and Construction sectors.

Statistics NZ projects that Tāmaki Makaurau will account for about half of Aotearoa-New Zealand’s population growth between 2018 and 2048, with a population increase of 648,000 from just over 1.7 million to just over 2.3 million according to its medium projection. Tāmaki Makaurau region’s population is projected to reach 2 million in early 2030^{ix}.

Tāmaki Makaurau region’s scale means it can support higher education and nurture highly specialised businesses across a range of industries, such as healthcare and research. This education and employment offering could attract young people to the region from across Aotearoa -New Zealand, and particularly the upper North Island, given its low unemployment and underutilisation averages. Even in times where employment growth has slowed, it has been due to low labour force growth, rather than a lack of demand.

At the same time, the cost of housing relative to income has seen an increase in working-age families leaving Tāmaki Makaurau for other regions. Tāmaki Makaurau continues to experience a range of workforce challenges, including the need to align education and skills planning and investment which reduces inequalities in earning and employment levels and skills shortages for businesses. The RSLG looks to tackle these gaps in education, skills and job outcomes such as high youth unemployment (both as a number and proportion of young people), large scale underemployment (especially of women), chronic low wages (especially for Māori, Pacific and ethnic workers), and large numbers of people with disabilities who remain ‘locked out’ of a labour market that cannot adapt to their needs.

5. Tangata Whenua





Kia whakatōmuri te haere whakamua

I walk backwards into the future with my eyes fixed on my past



Photo: Ngāti Whātua Ōrākei

Tāmaki Makaurau is home to approximately a quarter of the Māori population of Aotearoa. The majority of Māori living in the region are urbanised; disconnected from their hapu, iwi and whenua and the identity and strength this provides them.

The Māori asset base in Tāmaki Makaurau is valued at \$12.5 billion, which is slowly diversifying into a broad range of other sectors outside the traditional agriculture, forestry and fishing areas. Māori employers, employees and self-employed people are in more diverse, high-skilled and high wage occupations than Māori in the rest of Aotearoa^{xx}.

RSLG Approach

A three-part framework underpins the RSLG's approach to the needs and aspirations identified by Māori for workforce and employment across Tāmaki Makaurau. This involves mandating Tāmaki 10,000^{xxi} as the first Māori workforce strategy for the RSLG, ensuring the inclusion of key actions for Māori across the RSLG work plan, and acknowledging that where further Māori workforce strategies may be developed by Māori in the future, these strategies will also be moved to be mandated by the RSLG.

Tāmaki 10,000 was developed in partnership with iwi, urban Māori and Māori providers across Tāmaki Makaurau^{xxii} who make up the Te Pae Herenga o Tāmaki (TPHoT)^{xxiii} collective. TPHoT is a collective of urban Māori and iwi Whānau Ora organisations driving the charge to support Māori in Tāmaki Makaurau to make aspirational change. In 2020, TPHoT recognised that COVID-19 was amplifying employment and economic disparity for Māori, and hosted Te Pae Heringa Summit to explore solutions to close this growing social and economic divide. From this summit, a steering group was formed and Tāmaki 10,000 was conceived.

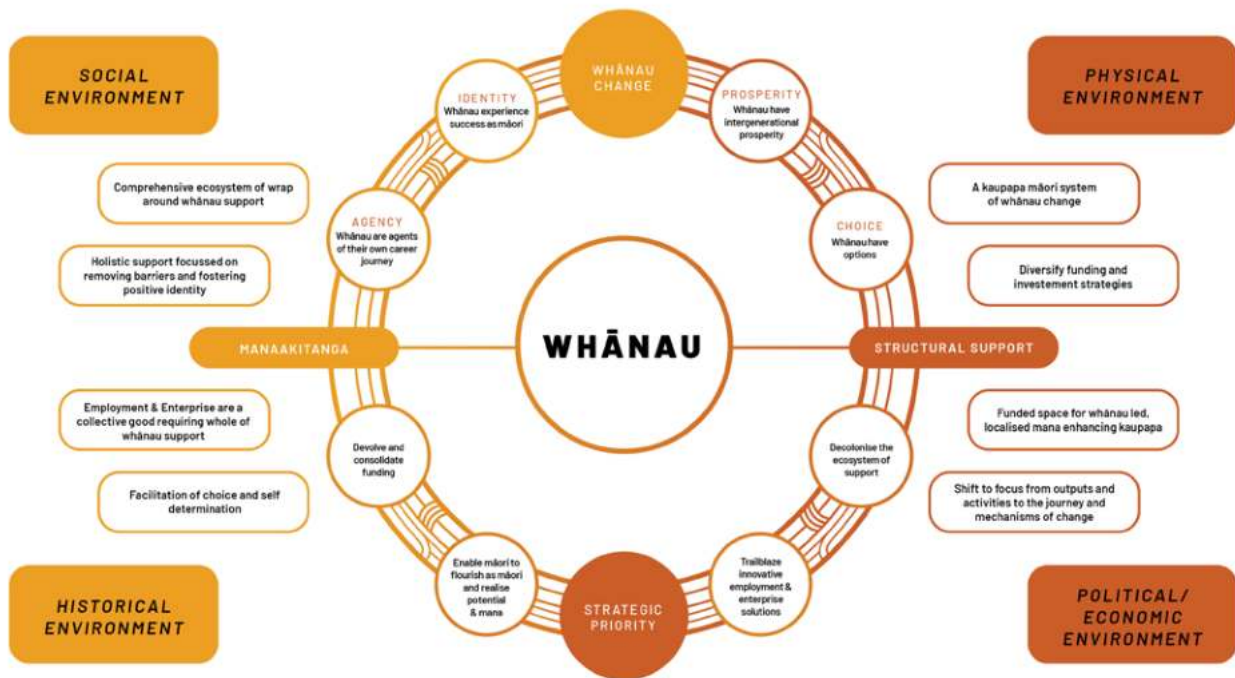
The Māori asset base in Tāmaki Makaurau is valued at \$12.5 billion, which is slowly diversifying into a broad range of other sectors outside the traditional agriculture, forestry and fishing areas.

Tāmaki 10,000 is the Māori Employment Strategy which provides a blueprint to tap into the historical success of Māori and support the reclamation of Māori ingenuity and innovation. The goal is to see 10,000 whānau in Tāmaki Makaurau supported throughout their employment journeys, whether they are rangatahi entering the workforce, unemployed whānau seeking new opportunities, people in employment looking for a career change, or Māori business owners looking for support to thrive in the changing economic environment.

The Tāmaki Makaurau RSLG has endorsed Tāmaki 10,000 and there is an agreement in principle that both organisations collaborate on regional relationships. These include funders, employers, education providers, unions and employment and enterprise support networks working together to support the exploration of enterprise, employment and training opportunities. The focus is on seeking new and devolved funding that fosters sustainable and meaningful employment benefiting whānau, the organisations they own and work in, communities and the economy.

Te Mahere Whai Mahi Māori, the Government's Māori Employment Action Plan, sets out a suite of actions to improve labour market outcomes for Māori, with the vision of "Māori exercising rangatiratanga to create intergenerational wellbeing through work^{xxiv}". The Tāmaki 10,000 Strategy provides a route map for enabling and exceeding this vision. Tāmaki 10,000 is not just about providing a paycheck to whānau, it is about harnessing the innovation and entrepreneurship of the region's ancestors to create pathways to prosperity - physical, spiritual, mental and economic. It is about building the aspirations of whānau and providing solutions that facilitate ongoing, generational change.

Tāmaki 10,000 seeks to change the way Māori are seen in society, breaking down barriers to success, cutting the chains of colonialism and enabling whānau Māori to have equitable opportunities in enterprise and employment. It is about creating an employment landscape that allows Māori to experience employment success as Māori. Using Tāmaki 10,000, the region can draw on the spirit, knowledge and tikanga of its ancestors to propel change defined by Māori for Māori, and to deliver a pathway to an aspirational future.



The Tāmaki 10,000 Strategy Model Key labour market and workforce insights

- Māori in Tāmaki Makaurau have experienced severe and ongoing economic and social deprivation. COVID-19 has deepened employment and economic disparity for them. Without comprehensive and immediate intervention, the social and economic divide will continue to grow.
- Almost a quarter of Aotearoa Māori live in Tāmaki Makaurau.
- The Māori population of Tāmaki Makaurau is very young (median age is 25 years) and labour force participation is growing faster than non-Māori.
- Māori are over-represented as machinery operators and drivers, labourers and community and personal service workers, and they are under-represented in managerial and professional occupations and have lower educational attainment. Further, there are Māori in the workforce with low numeracy and literacy.
- Career guidance services for Māori are broken and ineffective. There is a need for activities that lead to higher incomes and jobs with genuine career pathways, offering continuous learning and development as the nature of work changes.
- Inequities in pay for Māori deepen socio-economic problems in an already high-cost region.
- Tāmaki Makaurau has the largest regional concentration of Māori businesses, and most of these have experienced financial distress due to economic shock and uncertainty over the past decade and most recently from COVID-19.
- Tāmaki Makaurau has the majority share of Māori employers in professional, scientific and technical services and high value manufacturing. However, these Māori businesses are still unable to access Kānoa regional economic development and investment unit funding which is available to almost every other region.

TANGATA WHENUA ACTIONS

- The RSLG has endorsed Tāmaki 10,000 as a Māori Regional Labour Market Strategy.
- The RSLG will support Tāmaki 10,000 and Whāriki- Māori Business Network to work together to explore workforce opportunities for Māori and support outcomes for Māori small to medium enterprise.
- The RSLG will advocate for foundational incentives to be developed for employers and kaimahi Māori as lifelong opportunities to upskill, learn, develop and maintain employability through economic periods of growth and disruption.
- The RSLG will stand by programmes and initiatives that address both pay equity and pay parity for Māori in the workforce workforce and support industry sectors and businesses that promote good pay for the right skills and career development.

**Tautokohia ngā pakihi Māori
kia tū rangatira ai**
**Your business needs to
reflect Te Ao Māori in order
for it to attain chiefly status**



Photo: Whāriki Māori Business Network

“

There are already over 3000 Māori businesses in Tāmaki Makaurau, across all of the region’s future industries. These Māori-owned enterprises make up 89% of the \$12B Tāmaki Māori economy. This presents a significant opportunity for future growth and whanau prosperity. Accelerating and scaling-up Māori-owned enterprises, will be a step change for the Māori economy and workforce.

Heta Hudson – Chairperson, Whāriki Māori Business Network



Tāmaki 10,000 is to accelerate more Māori into good paying jobs here in Tāmaki Makaurau.

Part of the solution here is that we all have to do our bit.

Rangimarie Hunia – Chief Executive, Ngāti Whātua Ōrākei Maia.



Photo: Te Pae Herenga O Tāmaki



COVID-19 changed the way our whānau worked and shopped. We have seen an explosion of the “side hustle”... this is evidence of whānau resilience, innovation and adaptability. Māori living within Tāmaki have been forced to re-imagine and re-evaluate their aspirations and Tāmaki 10,000 is another mechanism to support them achieve new levels of employment and learning, take new risks and thrive as Māori in Tāmaki.

Jacqui Harema – Director Whānau Ora – Te Whānau O Waipareira



Photo: Te Whānau o Waipareira

6. Our People



Kia kotahi te tū, kia kotahi te hoe

Stand as one and
work together

An overall desire of the RSLG is for Tāmaki Makaurau to remain as a place of opportunity and for it to play its part in increasing national prosperity. The region represents 36 per cent of the national labour market and supports 35 per cent of national business units that benefit from the diversity and scale of the region’s workforce.

The four largest ethnic groups are European (53.5 per cent), Asian (28.2 per cent), Pacific (15.5 per cent) and Māori (11.5 per cent). It is also a very youthful region with the median ages of Māori and Pacific people being 25 and 35 years, respectively.^{xii}

Diversity is a core strength of the region’s workforce. Open, inclusive and diverse cities are better for business and economic growth^{xiii}. This plan highlights the need to create opportunities for the region’s diverse people, including Pacific peoples, former refugees and recent migrants, rangatahi, people with disabilities, the ageing workforce and women.

The Auckland Prosperity Index (2020)^{xiv} highlights that economic growth has not been shared equitably across the region. The COVID-19 pandemic and economic downturn has deepened inequality already caused by past structural economic changes and economic shocks^{xv}. The Prosperity Index has also revealed significant sub-regional differences in employment and incomes.

South and West Auckland households are typically less affluent than the rest of the region, despite the areas being home to a significant share of Tāmaki Makaurau region’s industry and employment offering. These areas are characterised by lower formal educational attainment amongst young people. Many are Māori

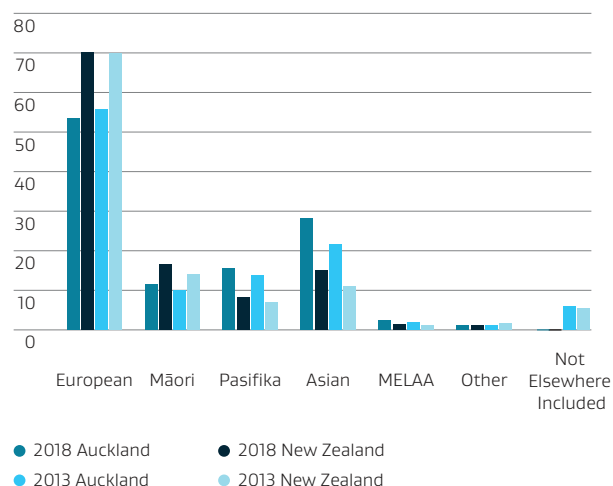
Tāmaki Makaurau is one of the most culturally diverse cities globally with the fourth-highest foreign-born population of any region in the world.^{xi}

and Pacific youth, living in low-income households, and lower educational attainment in turn limits their access to acquiring good jobs. Good jobs as explained by the New Zealand Council of Trade Unions are those jobs that are well paid, secure, safe, satisfying and offer work-life balance.^{xvii}

Not everyone in the region benefits from living within easy commute of large industrial and employment centres. Women, Māori, Pacific people and those with lower-level qualifications are more likely to be missing out on higher wages from workplace profits. Significant income disparity also exists across Tāmaki Makaurau, especially in the South and West of the city. For example, the income levels in Māngere and Ōtara-Papatoetoe are 22 per cent lower than the region’s average.^{xviii}

The RSLG’s approach to the Regional Workforce Plan emphasises the importance of championing participation, equity, attracting and retaining skills that support good jobs, and a promising future for all priority groups to ensure a strong workforce. This approach is critical for Tāmaki Makaurau region’s workforce development and regional prosperity, economic wellbeing, and for a productive and thriving labour market for Aotearoa, where Tāmaki Makaurau provides the most significant regional workforce contribution.

Auckland Share of Ethnic Population compared to New Zealand



Source: Infometrics^{xvi}



Photo: Auckland Unlimited

6.1. Tagata Pasifika



Photo: Hanga-Aro-Rau



Kana mai na buno ni yadremu

You eat through enterprise and
from the sweat of your brow

Fijian Proverb^{xxvi}

Tāmaki Makaurau is the largest Pacific ‘village’ in the world, with 243,966 Pacific Aucklanders (63 per cent of Aotearoa – New Zealand’s Pacific people) living in the region in 2018^{xxvii}.

Pacific people contribute \$8 billion annually to the national GDP^{xxviii}. Most Pacific business owners also live in Tāmaki Makaurau (55 per cent), including a relatively high proportion of Pacific women business owners^{xxix}. Today’s Pacific Tāmaki Makaurau population is mainly Aotearoa – New Zealand-born, predominantly young, with a median age of 35 and they are also highly urbanised.

Pacific people with strong English-language literacy gain professional and managerial employment at similar levels to the wider population. There are fewer Pacific people in these roles, and literacy is a key barrier to participation^{xxx}. Pacific people are more likely to be in community and personal service-type roles that generally require lower literacy levels. Increasing English-language literacy is therefore a priority for the RSLG, to address the Pacific pay gap.

Comparing average hourly wages, Pacific women typically earn 27 per cent less than Aotearoa-New Zealand European men, while Pacific men earn 24 per cent less than Aotearoa-New Zealand European men. The Pacific Pay Gap Inquiry^{xxxi} has shown that these gaps are substantial and persistent and have not changed significantly for more than ten years.

The Pacific workforce is an important contributor to the region’s labour market, including labour productivity, and could account for a third of the region’s workforce by 2026^{xxxiii}. Therefore, ensuring that Pacific people have a fair opportunity to enter and advance in the workforce is important to the RSLG. The barriers are well understood: Young people needing to start work to contribute to household incomes (which has risen

during COVID-19); unclear wayfinding for subject choices that mean students fail to meet subject requirements at tertiary level; inadequate career support and advice at education institutions; and aiga^{xxxiv} who do not know about future employment opportunities and may discourage students away from roles they are not familiar with.

The RSLG will support working collaboratively in the region to tackle barriers such as transport and flexible working for mothers/parents, and proactively building connections between employers, industry and their future Pacific workforce. Through the Pacific Peoples Employment Action Plan^{xxxv} and local initiatives – including those that have emerged during COVID-19 – Pacific People are determining, innovating, and engaging in lifting workforce and skills aspirations in their communities. For example, *Pasifika In I.T.* is a group of IT professionals aiming to educate and equip Pacific people to navigate their way in the information technology digital moana, *Project Ikuna* is an employer and employee collaboration delivered by Auckland Unlimited to improve numeracy and literacy in the workplace through micro-credential qualifications, and *Māori and Pasifika Trades Training* is a *consortia* which offers entry pathways, mentoring and employer connections.

The Pacific workforce and businesses may also benefit from projects such as the planned Auckland Council Eco Park^{xxxvi} which is based on circular economy principles. Alongside more support to identify and scale these types of initiatives, the RSLG recognises the role of business support delivered through the Pacific Business Trust and Pacific Business Hub, and schemes such as



O le ala i le pule o le tautua

The pathway to leadership is through service

Samoan Proverb

Activate Tāmaki^{xxxvii} which was part of the region’s COVID-19 response. A third of Pacific-owned businesses employ workers from across the labour market, and Pacific business owners earn 20 per cent more than Pacific people on salary or wage income^{xxxviii}.

Key labour market and workforce insights

- 64 per cent of Pacific people live in Tāmaki Makaurau where the median age is 35 years.
- Pacific workers with low numeracy and literacy skills need extra support and guidance to unlock their full workforce potential and career development.
- Building better relationships between employer and employee through ‘Cultural Competency’ knowledge must be compulsory.
- Pacific prosperity through community-based social enterprise needs to be better supported and fostered regionally.^{xxxix}
- Inequities in pay for Pacific workers deepen socio-economic problems for workers employed in a region with a higher-average cost of living.
- The proportion of the Pacific population employed as labourers, machinery operators or drivers is more than three times that of the non-Pacific employed population^{xl}.
- Nearly 60 per cent of Tāmaki Makaurau region’s 99,300-strong Pacific workforce are in jobs more likely to be affected by automation and other technological change^{xli} as well as the economic impacts of COVID-19^{xlii}. Industry reports highlight low workplace numeracy and literacy amongst Pacific employees, limiting job growth prospects.
- Career guidance services for Pacific people are broken and ineffective. There is a need for activities which lead to higher incomes and jobs with genuine career pathways offering continuous learning and development as the nature of work changes.

Pacific workers would like to progress but need to do this in a way that still serves the needs of the wider family group or community in a ‘collective’ manner.


Tāmaki Makaurau has the largest regional concentration of Pacific businesses that are now most in need of financial support due to COVID-19 challenges, and yet access to *Kānoa* regional economic development and investment unit funding was not available to them.




I thought of my family’s financial weakness in [Pacific country], when I got here I thought of going back to school but we needed the money. So, I looked at our poor situation, and I was told that one can take a course in these kinds of trades. But I looked at the time spent on the course and the need to find a job to help my family^{xxxii}.


Young Pacific Worker in Tāmaki Makaurau

TAGATA PASIFIKA ACTIONS

 The RSLG will support Pacific workforce upskilling initiatives, led or facilitated by Pacific communities, that will help Pacific people through education, micro-credentials, digital and tech, as well as literacy and numeracy projects e.g., Project Ikuna.

 The RSLG will support initiatives that close the gap in pay for Pacific in the workplace and supports industry and sector businesses that promote good pay for the right skills and provide opportunities for career development e.g., Pacific Pay Gap Inquiry.

 The RSLG will advocate to connect Pacific businesses with support and resources delivered by key regional stakeholders to build resilience and growth.

 The RSLG will support career information support and advice initiatives that have reach and impact with Pacific people in relevant aiga and groups

6.2 Ethnic Communities, Former Refugees and Recent Migrants

Tāmaki Makaurau is the most cosmopolitan city in the country with 40 per cent of the city's population born overseas^{xliii}.

Tāmaki Makaurau region's diverse ethnic communities, former refugees and recent migrants are often credited for their vibrant social, cultural and creative contributions. Such communities not only add colour to the region, but they also contribute significantly to the Aotearoa-New Zealand economy^{xliv}. Accordingly, they are an essential asset to the region's workforce, contributing experience, education and skills. In previous years, there has been an improvement in labour market participation by these communities, and yet they have also been susceptible to high unemployment. They struggle to find meaningful employment where they feel they can bring their cultural identities into the workplace. Such issues have been deepened by the pandemic.

Key labour market and workforce insights:

- Former refugees, recent migrants and members of the ethnic community face challenges in finding meaningful employment and career progression due to a lack of recognition of experience.
- A lack of recognition by occupational regulatory bodies and some employers of overseas gained qualifications and prior work experience is a barrier to attaining good jobs.
- The community is generally young and well qualified but still find it difficult to secure stable work. The community also spoke of barriers faced within workplaces, in the recruitment process and in accessing relevant government services as well as pay equity issues.
- Workplace exploitation, especially for recent migrants in occupations with low level qualifications, is widely acknowledged.
- There is concern that there is not enough entrepreneurial support and recognition of the contribution that ethnic minorities make to the workforce.
- While the qualification data shows that ethnic minorities in Tāmaki Makaurau represent a highly qualified labour pool, they still tend to earn less on average. This is relevant to the regional skills matching and job assistance services action highlighted in the Consultation on the Draft Former Refugees, Recent Migrants, and Ethnic Communities Employment Action Plan^{xlv}.
- There is a need to support workplaces to modernise, support workers and businesses to be resilient, and support a more inclusive labour market recognised in the consultation Draft Former Refugees, Recent Migrants, and Ethnic Communities Employment Action Plan^{xlvi}.



Photo: Sara Orme

ETHNIC COMMUNITIES, FORMER REFUGEES AND RECENT MIGRANTS ACTIONS

- The RSLG advocates workplaces to make the most of Tāmaki Makaurau region's increasingly diverse workforce by establishing practices of pay equity, recognition of prior education and work experience and most importantly, freedom of cultural expression, fairness and human dignity across workforce operations and supply chains^{xlvii}.
- The RSLG advocates for skills and entrepreneurial support initiatives, including career guidance to be given to former refugees, recent migrants and ethnic communities for enhanced labour market participation.
- The RSLG supports more accessible opportunities for English language courses for ethnic communities and migrants.
- The RSLG will review the recommendations of the Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan and incorporate those, where appropriate, into the ongoing work of the RSLG.
- The RSLG supports community and government-led initiatives, including recognition of relevant skills and experience, and also support the recent *Ministry of Business Innovation and Employment report on eliminating worker exploitation*^{xlviii}.

6.3 Rangatahi – Ensuring sustainable and equitable education and employment outcomes for youth

Tāmaki Makaurau has a far more youthful population than the rest of the country, with almost 70 per cent of its population falling in the 15-64 age group^{xlix}.

Supporting young people to find work and discover career pathways is crucial for the region’s recovery from the pandemic and the long-term prosperity of Tāmaki Makaurau region’s people, businesses, communities and economy^l. With a growing youth population, hiring, training and developing young people helps future-proof businesses and industry productivity across the region.

However, with 14.1 per cent of young people (15-24 years) not in employment, education or training^{li}, it is important to support initiatives that create career opportunities and brighter futures for the region’s youth. The labour market is currently failing to do this.

The Attitude Gap Challenge Report for Auckland^{lii}, commissioned by the Ministry of Business, Innovation and Employment and the Ministry of Social Development, used a co-design approach to better understand the differences between young people’s and employers’ expectations of work readiness. The report highlighted the impact of the significant differences for youth unemployment, such as not having ease of entry into the workforce or work stability that their parents had.^{liii} The report also indicated that there is greater demand by employers for soft skills and qualifications^{liiv}.

While Tāmaki Makaurau has a much lower proportion of people with no qualifications compared to national figures, it has a much higher proportion of those with post-school qualifications^{lv}. This highlights Tāmaki Makaurau region’s critical role in transforming the nation’s largest labour market by improving basic skill

levels, enabling its people to achieve better skills and good jobs, enhancing prosperity and equity across the workforce.

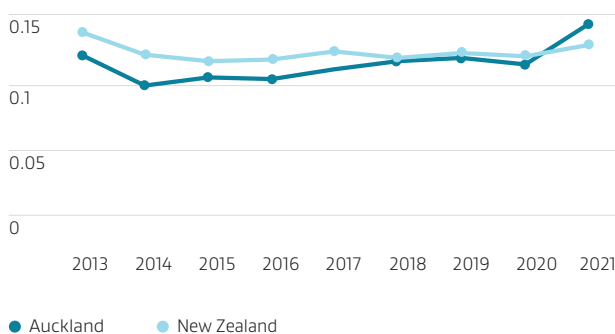
The impact of COVID-19 on young people in Tāmaki Makaurau has been significant, and unemployment for this group has likely increased at twice the rate of older cohorts. This is partly due to young people often working without permanent contracts – for example, in Retail, Hospitality and Construction, or very early in their careers^{lvi}.

COVID-19 may have increased levels of disengagement and participation in education and the labour market for young people overall. In 2021, the annual youth NEET rate in Tāmaki Makaurau was at its highest since 2010, with the largest annual increase being between 2020 and 2021. It is now higher than the national NEET rate.

In almost every forum the RSLG has attended there have been questions and criticism on the lack of a comprehensive, functioning careers advice service for all populations, especially rangatahi (at or following on from school), those with disabilities, and older workers. However, Tāmaki 10,000 has been endeavouring to establish a careers advice arm as part of its programme. Furthermore, RSLG is aware of the closure of the standalone Careers Service^{lvii} and the shifting of some of this role into the Tertiary Education Commission.

The inadequacy of the current web-based careers advice system has been raised by Māori, Pacific Peoples, rangatahi, disabled workers and secondary school teachers in discussions with them. The evidence points to face to face provision, delivered in communities with aiga, as most effective in supporting confident, thriving and resilient young people.

Auckland - NEET Rate



Source: Infometrics^{lviii}

With 14.1 per cent of young people (15-24 years) not in employment, education or training, it is important to support initiatives that create career opportunities and brighter futures for the region’s youth. The labour market is currently failing to do this.



Photo: Ngāti Whātua Ōrākei

For Tāmaki 10,000 and other groups, careers advice goes together with pastoral care and medium-term support for rangatahi and others once they are in the workplace. For the region’s polytechnics (MIT and Unitec), careers advice is linked to improving retention and achievement gaps for Māori and Pasifika learners.

Key labour market and workforce insights

- 11.9 per cent, or nearly one in eight rangatahi Māori in Tāmaki Makaurau aged between 15-19 are not in employment, education, or training.
- 25.8 per cent, or one in four rangatahi Māori aged between 20-24 are not in employment, education or training^{lix}.
- As a result of the closures of childhood education centres and schools during the lockdown, there are potential risks to rangatahi outcomes in education, especially in South Auckland, where disparities might be increasing.
- There have also been reports of many young people from South Auckland secondary schools leaving education to enter employment during the lockdown because of the need to earn money to support whānau who may have lost their jobs. The impact of this could see some rangatahi Māori leave schools and vocational education permanently^{lix}.
- There have also been reports of increasing numbers of casual jobs, short-term contract work, and part-time work for many young people due to the impacts of COVID-19. Many of these individuals have dropped out of school to work in entry-level jobs, or jobs for a short period, negatively impacting long term educational outcomes for the region. This also leads to a loss in job quality in terms of casual work and may not facilitate advancement or development opportunities.
- Having positive connections with employers is vital for building ambition and networks for young people.
- The process of applying for jobs can be demotivating for young people who do not understand what employers are looking for and employers get frustrated when young people present poorly at interviews. In addition, the recruitment process is costly.
- Employers are also increasingly looking for ‘soft skills’ (arising out of personal attributes) in behaviours, and attitude in their employees. Rangatahi may not possess these skills when entering the job market for the first time which is a challenge for employees and employers.

RANGATAHI ACTIONS

- The RSLG will advocate for secondary schools, vocational education institutions, Ministry of Education and Māori and Pacific to address the large numbers of South Auckland rangatahi leaving school without qualifications during the COVID-19 pandemic. The Regional Public Sector Commissioner (RPSC) has invited the RSLG to participate in a regional/youth return to education initiative.
- The RSLG supports secondary schools to prototype initiatives that encourage young people across Tāmaki Makaurau to stay and complete secondary school before moving into high-quality tertiary education, employment or enterprise. (Economic Development Action Plan 3.1.4)^{lix}.
- The RSLG promotes enhancing careers delivery pathways beginning at school. It also acknowledges the region’s people are on a career continuum and face-to-face post-school learning is vital with a focus on regionally led solutions and career job support and pastoral support.
- The RSLG advocates for strengthened careers advice and bringing stakeholders together to design and implement a purpose-built careers advice ecosystem for Tāmaki Makaurau. This includes ‘by and for’ structures for Māori and other groups disadvantaged in the labour market.
- The RSLG supports Māori-led delivery of support and pastoral care to rangatahi and whānau to make subject and employment pathway choices, while understanding future workforce opportunities.
- The RSLG will review the recommendations from the Youth Employment Action Plan^{lixii} and will incorporate these, where appropriate, into the ongoing work of the RSLG.

6.4 People with Disabilities

People with disabilities are more likely to earn a lower weekly wage, and to be unemployed and underemployed in the labour force.

They are also more likely to live in poverty and are between 1.4 and 1.6 times more likely to be below all three poverty thresholds than households with no people with disabilities^{lxiii} with lower labour market participation and incomes^{lxiv}. Tāmaki Makaurau has almost 4 per cent of people with disabilities aged between 18-and 64 years who live in poverty^{lxv}.

Key labour market and workforce insights:

- Almost 30 per cent of people with disabilities aged between 18-and 64 years in Tāmaki Makaurau have no formal qualifications, which would further impact their workforce opportunities.
- People with disabilities and older workers have highlighted challenges around knowledge of flexible work and supportive work practices that may better suit their needs.
- Incentives to employ and provide easier access for people with disabilities to the labour market and work opportunities can make a difference. These include working across the education, welfare and immigration systems and industry and business interests to improve work pathways for people with disabilities.
- Different disability communities need different education and workforce support. Therefore, work needs to be done with disabled people and support groups to create different employment pathway solutions.



It has been tough as a Pacific businesswoman with a disability. For people with disabilities, I understand how you feel as I have been there, and it can be a very dark place if you do not have the right support. But in saying that TRY! Do try and lift yourself up and for me, I turn to God and ask him for help, but yes just be brave. Be brave, ask for help, have courage, if you find something that you love to do then go for it. Just say yes! If an opportunity presents itself just say yes, you are going to be amazing.

AJ Pouoa – Pacific Business Owner
(Detailed case study in appendices)



Photo: Ryze Fitness Gym

PEOPLE WITH DISABILITIES ACTIONS

- The RSLG supports the establishment of employment working groups for different disabilities to address specific needs for each group and as a way of facilitating good employer responses for the region.
- The RSLG promotes support for young people with disabilities to receive the same education opportunities as other Aotearoa-New Zealanders.
- The RSLG advocates that the education sector is aware of the critical levers that will prevent young people with disabilities in Aotearoa-New Zealanders from accessing education.
- The RSLG has committed to supporting the Working Matters Disability Employment Action Plan^{lxvi} which is an all-of-government Action Plan that aims to ensure an inclusive economic recovery from COVID-19 where people with disabilities and people with health conditions can participate in employment on an equal basis. In addition, the RSLG will develop a robust understanding of the needs of people with disabilities in Tāmaki Makaurau based on the Working Matters Disability Employment Action Plan.

6.5 Ageing Workforce

Tāmaki Makaurau has the largest population of people aged 65 and older in Aotearoa-New Zealand, and while most older people are doing well financially, many will face hardship in the future^{lxvii}.

Underutilisation of older workers is an ongoing issue, especially in Tāmaki Makaurau, with 12 per cent of its population aged 65 in 2018, growing to 18 per cent in 2043^{lxviii}. COVID-19 has deepened this issue with workers taking longer to re-engage with the labour market or enduring poorer conditions on re-employment.

People are living longer which means they are continuing to learn and be productive. Advances in research and technology drive innovation in virtually every field that affects the ability to live well as people age.

Statistics New Zealand, in its national projections released in December 2020, highlighted that the number of people aged 65+ doubled between 1991 and 2020, reaching 790,000. This is projected to double by 2056. The most significant growth will occur between 2011 and 2038 as the baby boomers move into the 65+ age group. This has a substantial impact on the region's ageing workforce. The Tāmaki Makaurau tauawhi kaumatua Age-friendly Auckland Action Plan^{lxix}, produced by Auckland Council, highlights that the region has about a fifth of its ageing workforce above 65 in full time or part-time paid employment. These figures are forecast to increase significantly by 2043.

In Aotearoa-New Zealand, employers are freezing the over 50s out of the jobs market^{lxx}. Working past the age of 65 in Tāmaki Makaurau is a common need, and older workers have a skill bank that can be used immediately. Most of the people in this group are actively looking for work and are healthy, with nearly 72 per cent of 60–65-year-olds already working at least one hour a week^{lxxi}.

Key labour market and workforce insights:

- The region scores poorly on lifelong career development services for mature workers and the ageing workforce who are vulnerable to technology change.
- The Office for Seniors (MSD)^{lxxii}, has highlighted the issues of an ageing population and recently released its strategic plan "Better Later Life – He Oranga Kaumātua 2019 to 2034"^{lxxiii}, underscoring that older people have the ability and are keen to work. Those who cannot due to health issues or disability are still supported by employers.



Working gives me pleasure and an opportunity to share my knowledge and experience with others new to working in the health sector.

Gaseata Fred Ulugia - 76 year old health professional

- Older workers have highlighted challenges in getting information about flexible and supportive work practices that may suit their needs to ensure active participation in the workforce.
- Workplaces need to provide flexible work opportunities and learning and development opportunities, incorporating a whole-of-life and whānau-centred approach for older workers in their continuity plans.
- Employers have not embraced older workers as an asset, but rather see them as a liability. Repeated surveys by Employers and Manufacturers Association EMA^{lxxiv} and the Commission for Financial Capability^{lxxv} show that around 24 per cent of employers are considering the ageing workforce as key employees, while others are doing nothing or not intending to do anything.
- In 2010, there were just over five working people for every retiree, and in 2060 this is predicted to be just over two working people. This has significant impacts on tax revenue against social spending.

ENABLING PARTICIPATION OF AGEING WORKFORCE ACTIONS

• The RSLG advocates for initiatives that maintain employability of older workers in the region's workforce.

• The RSLG supports regional initiatives that will change the mindsets of employers to embrace older workers as an asset rather than a liability.

• The RSLG promotes supporting and protecting the welfare and wellbeing of older people in the workplace across Tāmaki Makaurau.

• The RSLG will review the recommendations from the recently released Older Workers Employment Action Plan^{lxxvi} and incorporate these, where appropriate, into the ongoing work of the RSLG.

6.6 Women

Photo: Education NZ



Women’s employment has been disproportionately impacted by the pandemic. Women were already more likely to be underemployed, earn less per hour, and do more unpaid work than before the pandemic.

Female-dominated industries are often lower-paid, and women are more likely to take breaks from the workforce to raise children. Altogether, this adds to a significant difference in earnings and wealth between women and men. The Ministry for Women^{lxxvii} estimates women earn nearly \$900,000 less than men over a lifetime.

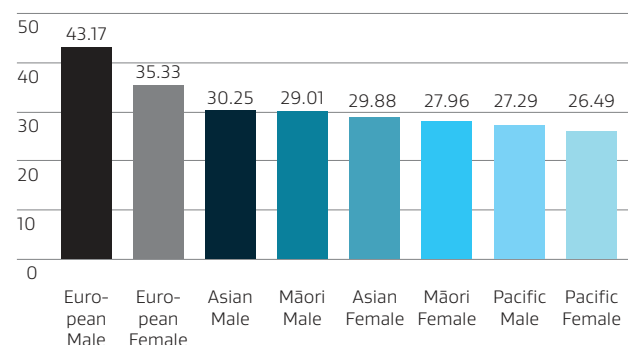
In 2019, the gender pay gap in Aotearoa-New Zealand was 9.3 per cent, widening to 9.5 per cent in 2020^{lxxviii}. In Tāmaki Makaurau, men are, on average, paid more than women in each ethnic group, and Europeans are on average paid more than other ethnicities. Pacific women have the lowest average hourly earnings, but they had one of the largest increases in average salaries in 2020 at 7.4 per cent; second only to Māori women (a 7.7 per cent increase from 2019). Average hourly earnings in Tāmaki Makaurau by gender and ethnicity are represented graphically below for the 2019 year^{lxxix}.

The long-term aim of this work is to improve women’s resilience to future social and economic shocks and in turn, improve the resilience of families and communities. It is about removing the barriers that stop women from getting into and staying at work. Women and their families can be financially secure and have access to good employment and careers which suit their needs and their family’s needs^{lxxx}.

The Women’s Employment Action Plan^{lxxxi} (in development) will be inclusive of all women, with a focus on specific actions to support those who are marginalised in the labour market (wāhine Māori, Pacific women, ethnic women, disabled women, young women, older women, LGBTQIA+ and solo mothers).

In 2019, the gender pay gap in Aotearoa-New Zealand was 9.3 per cent, widening to 9.5 per cent in 2020^{lxxviii}. In Tāmaki Makaurau, men are, on average, paid more than women in each ethnic group, and Europeans are on average paid more than other ethnicities.

Average Hourly Earnings in Auckland by gender and ethnicity (NZD) Statistics New Zealand (2021)



The health sector is a primary focus for the RSLG. In Tāmaki Makaurau, most working women are employed in Healthcare and Social Assistance.

Key labour market and workforce insights

- Women in Tāmaki Makaurau have been most disproportionately affected by downturns in the labour market, and that is likely to be the case again with COVID-19's economic impacts. Aotearoa-New Zealand's labour force is highly segregated by industry and gender, with women more likely to work in lower-paid jobs and perform unpaid and voluntary roles.
- In 2018, the number of women in the Tāmaki Makaurau region approached 795,000, including 96,200 wāhine Māori and 131,200 Pasifika women. The number of women of working age is 703,000 and the split between full-time and part-time work is 271,700 and 94,400 respectively. Women mainly work in the Retail Trade & Accommodation, Healthcare and Social Assistance, and Professional, Scientific, Technical, Administrative and Support sectors. Much of the Retail Trade & Accommodation and Healthcare and Social Assistance employment is filled by Māori and Pasifika women^{lxxxii}.
- Women are more likely to be engaged in part-time or casual employment. This means that they are more likely to be underutilised than men. This is especially true for younger and Māori women. Women also earn less than men and wage increases are slower.
- The health sector is a primary focus for the RSLG. In Tāmaki Makaurau, most working women are employed in Healthcare and Social Assistance, which is predominantly a female-based sector made up of registered nurses and care assistants including aged or disabled people's carers. These people are paid at the lower end of the salary range for medical staff.
- Existing inequalities, such as the gender pay gap and occupational segregation and issues in non-standard work and unpaid care, mean that women are more susceptible to economic hardship and less resilient to COVID-19's economic impacts.
- One in three employed women work part-time, and of those part-time working women, one in five is under-employed. Barriers to fully utilising women's skills include the need for flexible work, part-time work, and managing childcare demands^{lxxxiii}.
- Women aged between 20 and 25 years were found to have the lowest life and job satisfaction and no work-life balance out of all working-age groups, according to an Auckland University of Technology's study of 1,500 Aotearoa-New Zealanders in 2018^{lxxxiv}.



Photo: Auckland Unlimited

WOMEN IN THE WORKFORCE ACTIONS

❖ The RSLG supports the call for gender pay gap transparency to ensure pay equity for women across the region, especially for Māori, Pacific and ethnic minorities in Tāmaki Makaurau.

❖ The RSLG supports working jointly with education, welfare and immigration systems and industry and business interests to provide better pathways in Tāmaki Makaurau for equitable pay and labour market participation for women.

❖ The RSLG will review the recommendations from the soon-to-be released Women's Employment Action Plan^{lxxxv} and incorporate these, where appropriate, into the ongoing work of the RSLG



795,000

WOMEN WORKING IN 2018

96,200

WĀHINE MĀORI

131,200

PASIFIKA WOMEN

Photo: Hanga-Aro-Rau



Ko te tangata e kai ana i te mātauranga nōna te ao

Those who seek wisdom and knowledge, the world is yours



Fuelling the nation’s economic powerhouse^{lxxxvi} - why the region needs to put skills and good jobs first for industry.

Tāmaki Makaurau is home to various advanced industries, generating nearly 40 per cent of the country’s GDP and almost 36 per cent of filled jobs nationally. However, as the border city of Aotearoa-New Zealand, Tāmaki Makaurau was hit hard by COVID-19, facing the longest lockdowns and most challenging economic implications of the country. The post-growth and COVID-19 implications for Tāmaki Makaurau has meant that not everybody has benefited in the region, especially those industries that have been impacted due to COVID-19 restrictions.

The rise in jobseeker numbers suggests young people (aged 18-24) were the most impacted by job losses. It is estimated that Alert Level 3 lockdowns in Tāmaki Makaurau resulted in 200 job losses per day, 250,000 workers being unable to work, and around a 14 per cent reduction in GDP generation^{lxxxviii}. Jobseeker Support recipients in Tāmaki Makaurau in the year to December 2021 increased by 5.4 per cent compared to a year earlier; much higher than the national average for Aotearoa-New Zealand at 1.9 per cent. An average of 64,815 people were receiving a Jobseeker Support benefit in Tāmaki Makaurau in the 12 months ended December 2021^{lxxxix}. This compares with an average of 44,465 since the start of the series in 2012.

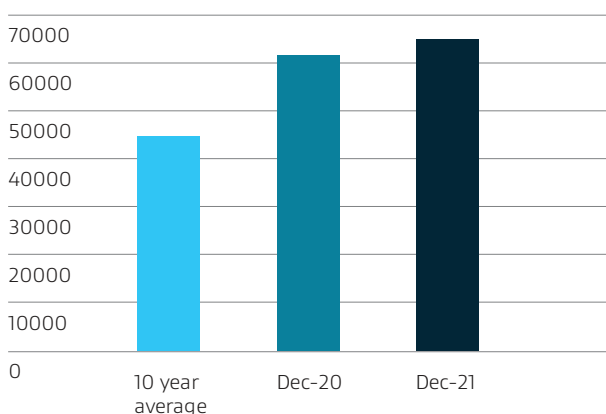
Tāmaki Makaurau region’s labour market is experiencing record levels of low unemployment rates this quarter^{xc}. With both underutilisation and underemployment down, the region’s labour market is quickly reaching its maximum sustainable level of employment. The tight labour market will cause capacity constraints unless workforce skills are developed as a priority, while at the same time urgently addressing gaps in skills shortages for key economic sectors. The RSLG has noted the exceptionally stretched labour market and the urgent call for managing skills shortages in the growth sectors of Construction and Health, as well as the Hospitality sector which has experienced disproportionate impacts due to COVID-19.

The RSLG stresses the need to focus on skills and investment in training and upskilling to retain and maintain talent to fuel the region’s economy and industries. The pandemic has led to an unprecedented change in work and the RSLG has stressed the need to develop soft skills and digital skills across industries.

OECD research^{xcii} has highlighted that investment in management, soft skills and digital-related skills for workers can significantly contribute to innovation and higher productivity for the industry.

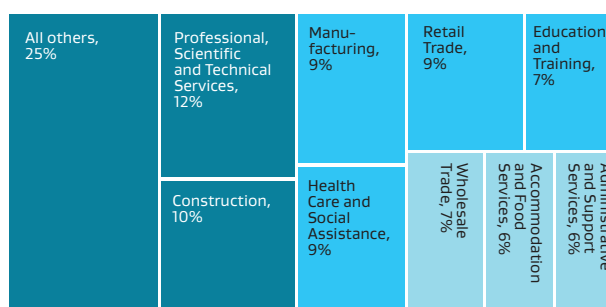
As part of the Reform of Vocational Education (RoVE), Workforce Development Councils (WDC)^{xciii} were established in 2021. The RSLG is required to work closely with these national bodies. To help align this work, the RSLG has analysed the industries in Tāmaki Makaurau based on WDC coverage in this plan. The RSLG has also highlighted key industries within each sector that require more immediate attention.

Job seeker support recipients for Auckland (annual average)



Source: Ministry of Social Development

Proportion of filled Jobs in Auckland across industry



Source: Infometrics^{lxxxvii}

7.1 Construction and Infrastructure Sector

The Construction and Infrastructure sector includes building (residential and commercial), as well as infrastructure projects such as roads, subdivisions, and utilities such as energy and the Three Waters.

It includes manufactured products (including pipes, prefabricated housing and plasterboard), many of which are produced in Tāmaki Makaurau factories.

The growing worldwide industry is characterised by low productivity and skills and labour shortages. The Construction Sector Accord was launched in 2019 to bring together industry and government leader, to address these challenges in Aotearoa-New Zealand^{xciii}. In 2021, the RSLG partnered with the BCITO industry training organisation and the Construction Sector Accord to stage deep-dive workshops with employers, learners, and education and training organisations in Tāmaki Makaurau. The workshops helped the BCITO develop its Workforce Information Platform(WIP)^{xciv} for Tāmaki Makaurau. The workshops supported industry ownership, provided insights and were supported by analysis from the BCITO Workforce Information Platform^{xciv}, which has informed the Group's thinking^{xcv}. This digital platform is able to predict employment and skill requirements for the construction and infrastructure workforce based on the nature, value and timing of infrastructure projects in the region. The RSLG will use and share this tool with industry, economic development and vocational education collaborators to help plan labour market strategies for construction and infrastructure in the region.

A lag in regional housing and infrastructure investment, population growth, and the boom-and-bust nature of the industry, means that Tāmaki Makaurau region's Construction and Infrastructure sector is experiencing acute skills and labour shortages, even as private sector and central government investment is projected to rise over the next two to three years^{xcvi}.

The Workforce Development Council for Construction and Infrastructure represented by Waihangā Ara Rau^{xcvii} in Tāmaki Makaurau accounts for 40 per cent of national construction investment^{xcviii}, and employs 34 per cent^{xcix} of the national workforce. The industry comprises building construction, construction services and heavy and civil engineering construction and it employed 93,961 people in 2021, representing 10.2 per cent of the total Tāmaki Makaurau workforce^c. Māori and Pacific workers are prominent both at the entry level, and increasingly as successful leaders and business owners, with growing numbers of Māori businesses accessing government contracts aimed at increasing supplier diversity^{cl}. A total of 15-18 per cent of the workforce are women, so increasing their employment is a clear opportunity^{cii}.

The Workforce Development Council for Construction and Infrastructure is Waihangā Ara Rau which represents industries including Construction, Concrete, Plumbing, Infrastructure, Water, Gas, Electricity, Telecommunication and Roothing. The RSLG has been working with Waihangā Ara Rau to better coordinate workforce-related challenges for the sector in Tāmaki Makaurau. In 2021, Waihangā Ara Rau Workforce Development Council accounted for 7,387 filled jobs with a contribution of \$614.0 million to GDP. The highest occurring job constituting 10.3 per cent of the workforce was project builders. The Workforce Development Council also accounted for 7.1 per cent of Māori employees – Infometrics (2022)

Tāmaki Makaurau region's Construction and Infrastructure workforce includes a high proportion of migrant workers (estimated to be 12-18 per cent^{ciii}), and COVID-19 border closures have affected the availability of specialist expertise on projects such as the \$4.42 billion City Rail Link, and \$1 billion Central Interceptor^{civ}. COVID-19's project delivery impact was limited^{cv}. Manufacturing sites were more affected, leading to supply challenges that were compounded by global supply chain issues. On the job training, including for apprentices, was affected by lockdowns. More innovative employers sought to build the digital literacy and confidence of workers who may not previously have needed those skills. One in ten industry workers have no formal qualifications, rising to 30 per cent of workers in casual labour hire.

The forward pipeline offers certainty, encouraging business and workforce development and investment in upskilling. The region is well served by vocational and tertiary education, including via Te Pūkenga tertiary institutions in the south and west, professional qualifications offered by universities, and on-job training delivered by Waihangā Ara Rau. The RSLG wants to understand scope for additional vocational training delivery in the north of the region^{cvi}, and to see more secondary school trades academy students' progress directly into employment and apprenticeships.

Tāmaki Makaurau accounts for 40 per cent of national construction investment, and employs 34 per cent of the national workforce.

Construction and infrastructure labour market and workforce insights^{cvi}

- Employers are supporting quality employment outcomes for Māori and Pacific rangatahi. The City Rail Link progressive employment initiative is an example of leading practice^{cvi}.
- Employee poaching is still common, and typical during boom periods, but does not lead to sustainable wage growth, and undermines collaboration and partnership efforts.
- Technology use is growing i.e., prefabricated housing, building information modelling, use of digital twins as illustrated by Construction Sector Accord beacon projects^{cix}.
- Contracted self-employment arrangements are common in the industry, pushing risks onto the workers and acting as a barrier to training and apprenticeships due to the lack of internal infrastructure.
- The Developing a Skilled Civil Construction Workforce report (2022) highlights Tāmaki Makaurau workforce issues^{cx}.



More collaborative industry support for new workers - Incentives to take on local people - third party support for people in their first year of work - Free apprenticeship scheme - Funding models to include more opportunities to support worker wrap-around support - Low pay during the training period, not sustainable for everyone - opportunities to create more transparent pathways and an industry brand that people want to be a part of and see a future in.

Participant voices on supporting a future workforce – Auckland Construction and Infrastructure workforce forecasting workshop – May 2021 organised by the RSLG, BCITO and the Construction Accord



Photo: Ngati Whātua Ōrākei

CONSTRUCTION AND INFRASTRUCTURE ACTIONS^{CXI}

- The RSLG supports the building of visible and sustainable career pathways. This is with a focus on a system-wide commitment to building visible and sustainable career pathways, drawing on skills and knowledge - for example, mentoring and coaching skills of the senior workforce - to develop career next steps.
- The RSLG advocates construction and infrastructure training is effectively delivered and tailored to future regional needs.
- The RSLG promotes the use of the Workforce Information Platform to inform the region of future employment and skill requirements in the construction and infrastructure sector.
- The RSLG supports initiatives to grow future Māori and Pacific industry leaders and businesses in Tāmaki Makaurau.

7.2. Community Health, Education and Social Services (featuring in-depth work on Health Sector)

Tāmaki Makaurau requires more health workers to meet immediate and future needs. Action is required to fast-track and significantly increase those training in the sector, but it cannot be done under business-as-usual practices.

The pandemic has also increased alcohol and drug consumption in response to anxiety and stress. Some of these impacts are likely to be lower life expediency, higher health costs, lower education outcomes, and reduced employability and productivity. There is a long backlog of patients with other health conditions not seen or screened over the past two years due to COVID-19, resulting in more chronic conditions and greater need of interventions. Free riding on the training efforts of other countries may become difficult as competition for skilled labour becomes greater, and Aotearoa-New Zealand is increasingly unable to compete on wage rates and other conditions.

There is no doubt that the country has a health workforce crisis. Action to retain and train the COVID-19 surge workforce and fast-track migrant and local students at this time of acute workforce shortages is required. Business-as-usual and training caps must be set aside. In Tāmaki Makaurau, cross-table talks amongst the Health New Zealand and Māori Health Authority and local education providers are underway.

In 2021, Toitū te Waiora (community, health, education, and social services) Workforce Development Council (WDC) represented 168, 815 filled jobs with a contribution of \$12,976 million to GDP. The largest, and growing, occupation is primary school teachers (8 per cent of the total WDC workforce), with education workforce development struggling to keep pace with the region's youthful natural population growth need. The workforce comprises 7.1 per cent Māori employees (Infometrics 2022). Some of the health workforce is represented by Toitū te Waiora including care services, youth services, disability services, education and educational support services, funeral services, mental health and addictions services, health services, public order safety, regulatory services, skin and nail therapy services, social services, and urban pest control.

Aotearoa-New Zealand currently relies heavily on overseas-qualified health practitioners, particularly doctors (40 per cent are overseas trained; the second highest per cent in the OECD) and nurses (30 per cent are overseas qualified; the highest in the OECD)

Tāmaki Makaurau, has attracted a large migrant labour force in the health sector. Before borders closed, migrants made up 15 per cent of the health workforce, compared with 9 per cent in the rest of Aotearoa-New Zealand. The COVID-19 response has further compounded these pressures and risks for the health sector's workforce. These pressures have built up not just in response to COVID-19 and the vaccination services, but also due to workforce challenges across the sector and population, along with deteriorating mental health of the health workforce, already suffering with significantly stretched services^{cxii}.

Aotearoa-New Zealand currently relies heavily on overseas-qualified health practitioners, particularly doctors (40 per cent are overseas trained; the second highest per cent in the OECD) and nurses (30 per cent are overseas qualified; the highest in the OECD)^{cxiii}. According to the World Health Organisation, by 2035 there will be a projected shortage of 12.9 million healthcare professionals globally. For pre-pandemic Tāmaki Makaurau, the health sector was already experiencing increasing demand due to an ageing population living longer, as well as supply-side pressures caused by an ageing supply of health care professionals.



Photo: Te Whānau O Waipareira

82,151

FILLED JOBS IN HEALTH SECTOR

11,188

NEEDED FOR NEW JOBS

Health sector labour market and workforce insights^{cxiv}

- Tāmaki Makaurau has the largest health workforce in Aotearoa-New Zealand and is the third-largest employing sector in the city with 82,151 filled jobs (March 2021).
- The sector employs the most significant proportion of women and has an older workforce. Tāmaki Makaurau’s workforce is less likely to be Māori or Pacific and more likely to be European/Pākehā and Asian.
- Nurses and carers are the largest occupations as a proportion of the workforce.
- There is minimal capacity to utilise the existing workforce as 60 per cent are already working more than 30 hours per week.
- Since the turn of the century, the health workforce has doubled, and in the past five years, it has increased by 13 per cent; a few per cent points more than the general employment growth in Tāmaki Makaurau.
 - 11,188 people are needed for new jobs and to replace those retiring or leaving in the next five years.
 - The fastest growth is in aged care residential services, with over 20 per cent in the next five years. A total of 7,302 people are needed for new jobs or to replace those retiring or leaving.
- The most significant demand is for Registered Nurses, expected to increase by 3.4 per cent a year. Roles in demand are across all nursing disciplines but mostly in medical nursing.
- Registered Nurses in an aged care setting, Nurse Practitioners and Nurse Researchers have the fastest-growing number of job openings.
- There are job openings for GPs and Registered Medical Officers. However, job openings are less than 0.5 per cent over the next five years. Most job openings are replacement roles due to retirement or those leaving the profession.
- The primary driver for employment growth is population growth and the population’s rate of ageing.
- There is a differing geographical labour market with a more localised labour market for health care assistants and carer roles and an international market for specialised health roles, i.e., nurses and medical specialists^{cxv}.



Photo: Te Whānau O Waipareira

Tāmaki Makaurau rangatahi aged 16 -18 yrs, who supported the COVID-19 response at Whānau Waipareira. Training also as vaccinators and now New Zealand's youngest lay vaccinators.

Health sector workforce planning challenges^{cxvi}

A longer-term focus on increasing numbers in training and completing training requires continued collaboration. Within the sector, some extensive work is being undertaken such as the Nursing Pre-registration Pipeline Working Group^{cxvii}; a partnership between DHBs, tertiary education providers, Ministry of Health, Nurse Education in the Tertiary Sector (NETS, Nurses Organisation (NZNO) and the aged care sector. The initiatives it is undertaking include working with the education providers to identify why students are not completing their studies. There are several barriers to substantially increase the training of nurses and the RSLG will address these next, but these will take three to four years to work their way through the system.

However, there are some immediate steps that could be taken to increase the nursing workforce:

Bring back nurses who have left the profession.

The barriers to this are re-registration, re-training that may be needed in order to re-register, the negativity of an overworked profession and the (current) inadequate salary levels in the profession. There needs to be much more flexibility in the approach of the Nursing Council and other regulatory bodies to re-training and re-registration. Further, there seems to be a lack of dialogue between the regulatory, employing and vocational education bodies to ensure the required re-training is immediately available.

Increase the numbers of migrant nurses to help fill the current gap.

There are four aspects to this, each with their own barriers. First, airfares and sign-on bonuses could be offered to encourage Aotearoa-New Zealand nurses to return from overseas. Second, there are many immigration rules and decisions that are still forcing migrant nurses in Aotearoa-New Zealand to leave the country. These must be urgently resolved. Third, there needs to be alignment between the registration, employing, vocational education bodies and NZNO to ensure that the most efficient additional training or assessment is given to migrant nurses already in or entering Aotearoa-New Zealand to ensure that they can practice as soon as possible.

There seems to be a lack of any programme to proactively bring migrant nurses with non-recognised qualifications into a system which will recognise their prior learning and tailor courses to the gaps in knowledge and competency that the overseas trained nurses may have. Fourth, Immigration NZ and nursing employers must be aligned to bring in migrant nurses and priority must be given to nursing applications by Immigration NZ.

“Free up” of nursing time by more use being made of allied (non-registered) health professionals.

A good example of this is the training of (non-nurse) vaccinators and Polymerase Chain Reaction (PCR) testers during the COVID-19 pandemic. This led to fewer nurses being required and those nurses taking on a more supervisory and monitoring function, which worked well at the Waipareira Trust and released nurses for other duties. Regulation barriers must be reduced to enable more of this to happen in other parts of the health system.

HEALTH SECTOR ACTIONS^{CXVIII}

- The RSLG advocates removing barriers and fast-tracking local and migrant training.
- The RSLG supports immediate actions to increase the broader health workforce.
- The RSLG promotes utilisation of the comprehensive data and forecasts existing in the sector to validate investment in workforce development.
- The RSLG will support more joined up pathways for career progression within professional categories, including to address disjointed journeys from vocational education and training to tertiary training that the Reform of Vocational Education has not addressed.

Case study

TE PAE HERENGA O TĀMAKI - COVID-19 RESPONSE WORKFORCE DEVELOPMENT CASE STUDY

“It’s just like the way that we work together. It’s like a whole whānau, you know? And it’s all positive and like who wouldn’t want to work in a positive environment every day?” (Kaimahi)

This case study about Te Pae Herenga o Tāmaki (Te Pae Herenga) – a collective of Whānau Ora providers in Tāmaki Makaurau - highlights how a coordinated ‘by Māori for Māori’ approach was able to quickly mobilise and upscale a COVID-19 workforce. Te Pae Herenga was created on the foundations of kaupapa (purpose) and tikanga (guidelines) Māori, with pre-existing inter-partner and trusted community connections already in place and a long track record of high-quality service delivery in their communities. This helped them quickly move resources and mobilise a Māori workforce to deliver much needed services to whānau. The key success factors identified for the Te Pae Herenga COVID-19 response was the compelling vision and Kaupapa, Tikanga, Community-based solutions, leadership and advocacy, rapid Innovation, goodwill.

How we respond to crises can define us and alter the course of our life journey. COVID-19 is a crisis. It has disrupted the lives of whānau, changed the way we work and required new rules of engagement. In Tāmaki Makaurau, the crisis has hit hardest. Rangatahi experienced a dramatic shift in their realities. How Rangatahi were supported to respond to this challenge is an illustration of Tāmaki 10,000 in action.

When our young people are supported to learn in an environment that affirms them as Māori, it provides them with practical skills and work readiness knowledge, they are able to dream bigger, better and brighter

“Working within your community is a different type of fun and heartfelt. It feels good to know you contributed to high vaccination rates in your community” - “I spent my first pay on my family. It was good to be able to do this” - “I was like still trying to decide if I want to go into the law field or the medical field. But doing this work, and actually enjoying science in school as well, it made me lean more towards the science field. So it definitely has had an impact on what I want to do with my career”

Voices of Te Pae Herenga rangatahi kaimahi/volunteers of whom some became accredited as the youngest vaccinators in Aotearoa.

Photo: Te Whānau O Waipareira



7.3 Services (featuring in-depth work on Hospitality)

Hospitality, or manaakitanga, is at the heart of Tāmaki Makaurau, and brings people together across the region.



Hospitality offers really great opportunities and a great lifestyle. There's lots of on the job training, it's super social and because of the daily interactions with your customers, it's really rewarding. I'm hoping that I can take over from my boss when she retires and one day open my own restaurant.

Marie Clark, Operations Assistant and Senior Restaurant Runner Trainer from Soul



Photo: Restaurant Association NZ

The hospitality workforce, covers cafes, restaurants, takeaway food, and bars^{cxix}. The five largest occupations in 2021 were chef, waiter, café or restaurant manager, kitchenhand and sales assistant. Together, these roles represent about 50 per cent of the region's total hospitality workforce. Tāmaki Makaurau region's hospitality workforce employs a high proportion of migrants: 37 per cent in food and beverage services in 2021 (up from 33.8 per cent in 2012)^{cxx}.

Services and retail, including the hospitality workforce, are represented by the Ringa Hora (Services) Workforce Development Council (WDC). The RSLG has been working with Ringa Hora to better coordinate workforce-related challenges for the hospitality sector in Tāmaki Makaurau. In 2021, Ringa Hora Workforce Development Council coverage was 362,631 filled jobs with a contribution of \$43,650 million to GDP. Most industry workers are employed as sales assistants at 7.9 per cent (Infometrics 2022).

In 2021, the sector included almost 31,000 businesses and employed nearly 64,000 people in Tāmaki Makaurau (almost 7 per cent of regional jobs), contributing 3 per cent of regional GDP. The Restaurant Association of New Zealand (RANZ) reported that in the second quarter of 2020, businesses lost \$1.19 billion, compared to the same quarter a year ago. COVID-19's impact on the hospitality sector was immediate, severe and has been sustained.

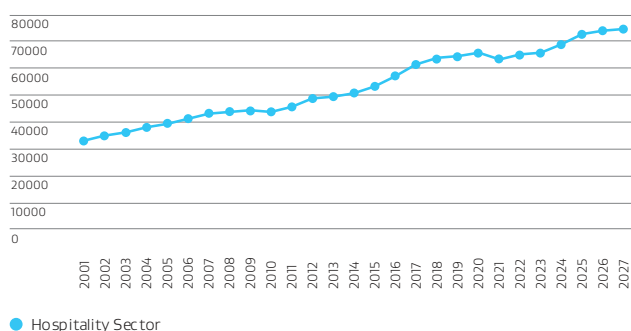
Customers are slowly returning to offices and dining out, and demand for new and replacement workers is growing^{cxxi}. In response to a February 2022 RANZ survey^{cxvii}, Tāmaki Makaurau restaurant owners reported that they are now experiencing staff shortages that have the potential to lead to business closures. These shortages are most pronounced in the city centre because of COVID-19 restrictions. Smaller restaurant operators have reported working 80–100-hour weeks in order to survive^{cxviii}.

In 2021, the sector included almost 31,000 businesses and employed nearly 64,000 people in Tāmaki Makaurau (almost 7 per cent of regional jobs), contributing 3 per cent of regional GDP.

Tertiary students, who have previously been an important workforce segment, are now less likely to search for hospitality jobs. The data shows a drop of about 52 per cent in applicants in Tāmaki Makaurau (significantly higher than the national decrease of 24 per cent)^{cxv}. The sector offers many people their first job, and the opportunity to gain good foundation skills, and is becoming increasingly attractive to more mature workers. Tāmaki Makaurau region’s hospitality jobs have been attractive to migrant workers from across the spectrum – from highly skilled chefs to young people on working holiday visas, and students seeking part time work. COVID-19 border closures have disproportionately impacted the hospitality sector, and travel behaviours and immigration policy settings may yet impact future worker availability.

The sector now faces the significant challenge of attracting and upskilling a post-COVID-19 workforce, with a higher proportion of local workers. Business owners who have been solely focussed on business survival are considering their workforce and training needs in this new context. Peak bodies, such as RANZ and Hospitality NZ, are providing support, ranging from building employer capability to dialogue with to government on migrant worker needs. Programmes such as MBIE’s management capability support or mentoring are relevant, but hospitality expertise is important, given the COVID-19 impact, along with issues such the lack of skills development, working conditions and wage and pay equity.

Auckland Hospitality Sector Employment levels and forecast 2020-2027



Source: Infometrics^{cxvi}

Hospitality labour market and workforce insights^{cxvii}

- The number of filled jobs in the hospitality sector in Tāmaki Makaurau was 63,576 in March 2021.
- The sector accounts for 6.9 per cent of overall filled jobs in Tāmaki Makaurau.
- Historical and forecast trends for the hospitality sector in Tāmaki Makaurau are as follows^{cxviii}:
 - Employment reduced by 3.3 per cent in 2021 for the sector.
 - Employment growth averaged 3.4 per cent per annum for the sector over the past 10 years, compared with the overall growth of 2.6 per cent per annum for Tāmaki Makaurau.
 - Employment is forecast for the sector to grow by 2.7 per cent per annum a between 2021 and 2027.
 - Overall employment in Tāmaki Makaurau is forecast to grow by 1.8 per cent per annum over the period.
- Employment Forecasts up to 2027: There will likely be 31,145 job openings in Tāmaki Makaurau, with people likely to be in new roles in the hospitality sector between now and 2027. This makes up 9 per cent of total job openings in Tāmaki Makaurau forecast between now and 2027. They represent 11,123 new jobs and 20,022 net replacement jobs opening for the hospitality sector.
- 15 per cent of the region’s hospitality workforce are Māori compared with 11.5 per cent of the population, while Pacific people represent 6.5 per cent of the hospitality workforce compared to 15.5 per cent of the population^{cxviii}.
- Those with no qualifications (including from elsewhere) represent 22 per cent; Levels 1-3: 37 per cent; Levels 4-6: 16.5 per cent; Levels 7+: 16 per cent; overseas secondary school qualification represents 8 per cent.
- Employment growth in the sector is driven by various factors, including the level of confidence businesses have in their activity outlook. For example, positive employment growth shows that businesses in a sector are confident enough in their activity and outlook to expand their workforce. With borders opening, relaxed vaccine mandate-related restrictions and Tāmaki Makaurau having passed the Omicron peak, the industry has renewed business confidence that forecasts an improved employment outlook.

The sector offers many people their first job, and the opportunity to gain good foundation skills, and is becoming increasingly attractive to more mature workers.

Workforce planning challenges^{cxxix}

- The hospitality industry is characterised globally by relatively high business and workforce churn, which is a function of low operating margins, low barriers to new business entry, and often fast-changing consumer behaviour. Hospitality businesses in Tāmaki Makaurau (as elsewhere) struggle to respond to highly variable demand throughout the day, seasonality, and at the same time meet the needs of their workforce. High staff turnover is a barrier to training and upskilling.
- The RSLG recognises and supports national leadership to increase the sustainability of the tourism and hospitality industry, which are objectives of the draft Tourism Industry Transformation Plan. Given the scale and importance of Tāmaki Makaurau region’s hospitality industry nationally, the RSLG supports its work being included in the Plan. The RSLG wants to champion better working conditions through programmes such as HospoCred (see details in box below), decent employment practices, and changing the image of the sector^{cxxx}, so that hospitality workers are valued, and hospitality is seen as a career rather than a temporary option. These aspirations are reflected in the regionally led actions.



Photo: Restaurant Association NZ



Its such a great job, its so sociable, I had no idea, its one of the reasons I really love working in hospo.

Levi James - kitchen hand, Vivace

The Restaurant Association’s HospoCred platform is for employers who have the credentials to be recognised for their incredible commitment to maintaining best practice, good business and for being an outstanding employer.

Through the HospoCred accreditation programme, businesses can apply to be recognised, if they can declare and show evidence of their outstanding practices in employment, training, workforce development, business development and policy and financial management.

HospoCred accreditation focuses on recognising the best, helping to raise industry standards and creating a clearer picture for Government, for other businesses, for employees and consumers about what it means to be a good employer.

Regionally led analysis for workforce actions and opportunities^{cxxxi}

- The RSLG has developed regional actions through consultation with a range of employers and industry stakeholders and drawing on industry employees’ surveys^{cxxxii}.
- Ringa Hora (Services) Workforce Development Council has now been established and is building relationships to work with the sector to develop tailored vocational training, including working together with the RSLG.
- The themes of raising the sector’s attractiveness, ensuring sustainability, productivity, and resilience for the workforce address the issues raised through this engagement, and are the framework for collaborative action.



63,576

FILLED JOBS IN HOSPITALITY

31,145

NEW JOBS IN NEXT 5 YEARS

HOSPITALITY SECTOR ACTIONS

- ❖ The RSLG supports the implementation of the industry-led Future of Hospitality Roadmap Goals^{cxviii} with a focus on raising the attractiveness of the sector by providing better working conditions, ensuring decent employment practices, and changing the image of the sector to ensure good jobs through *HospoCred*^{cxvii}.
- ❖ The RSLG advocates a thriving hospitality sector that offers better working conditions, based on a strong employer duty of care for its service workforce.
- ❖ The RSLG promotes a hospitality workforce that can share manaakitanga with manuhiri, or guests, while representing this home with heart, soul and mana.

Photo: Ngāti Whātua Ōrākei

7.4 Primary Industries (featuring Horticulture)

Tāmaki Makaurau has a small proportion of its land dedicated to horticulture production (2 per cent), which contributes 25 per cent of its vegetable production^{cxxxv}.

Tāmaki Makaurau has large areas of farmland, especially in the south (Franklin) and far north (Rodney) local board areas and includes large-scale horticulture production in the north and west. The region also has pine forests and employs people in fishing and aquaculture.

Muka Tangata (People, Food and Fibre) Workforce Development Council represents the Food and Fibre sector and is working on ways to enhance vocational education and training to meet industry needs. The RSLG has been working with Muka Tangata to better co-ordinate workforce-related challenges for the primary sector in Tāmaki Makaurau.

In 2021, the Muka Tangata Workforce Development Council workforce was 20,207 filled jobs with a contribution of \$1,593 million to GDP. Landscape gardening is the largest sector occupation in the region (6 per cent). There are 9.5 per cent Māori employees (Infometrics 2022).

COVID-19 has limited access to the Recognised Seasonal Employer^{cxxxvi} workforce which has a large role in horticulture management and harvesting. Tāmaki Makaurau is the fourth largest horticultural producing region in Aotearoa-New Zealand and has the country's largest concentration of indoor crops, including capsicum, cucumber, and tomatoes^{cxxxvii}. The Pukekohe growing hub is vital, and good access to transport makes Tāmaki Makaurau region's horticultural sector a critical strategic economic asset to Tāmaki Makaurau and Aotearoa-New Zealand's food supply and security.

A technology shift is occurring in farming and horticultural practices with new technologies, platforms and robotics to develop, grow, manage and harvest crops. A new generation of skills and jobs must embed these technologies in the Horticulture sector. The Franklin Skills Hub is taking action to increase agritech skills^{cxxxviii}. As highlighted in the Agritech Industry Transformation Plan, these challenges also bring opportunities due to COVID-19 which has increased the demand for agritech products. For example, restrictions on the movement of migrant workers are deepening labour shortages in the Horticulture sector and increasing demand for automation solutions^{cxxxix}.



Photo: Auckland Unlimited

The Horticulture and Fruit Growing sector employed 3,562 people in Tāmaki Makaurau in 2021. This is 0.4 per cent of the total workforce and is forecast to grow by 276 jobs in the next five years.

Horticulture labour market and workforce insights^{cxl}

- The two largest occupations - Horticulture Nursery Assistants and Market Gardeners - combined represent less than 1 per cent of the total Tāmaki Makaurau workforce^{cxli}.
- The Horticulture and Fruit Growing sector employed 3,562 people in Tāmaki Makaurau in 2021. This is 0.4 per cent of the total workforce and is forecast to grow by 276 jobs in the next five years.

Workforce Planning Challenges

- There is higher reliance on migrant labour than the rest of Aotearoa-New Zealand – 38.4 per cent versus 15.8 per cent for this sector. Due to the seasonal nature of work, there are challenges in hiring domestic labour. The sector also has limited career progression due to flat organisational structures.
- The Horticulture sector in Tāmaki Makaurau has a demand for entry-level roles. Still, it is also increasing demand for innovation, science and technology skills to meet the demand for genetics and cultivars innovation, robotics and automation in agritech-related farming. Innovation requires new skills, and the Horticulture sector is increasingly short of new skills to adopt innovations and technologies to improve growth and productivity.



Photo: Auckland Unlimited

HORTICULTURE SECTOR ACTIONS^{CXLII}

- The RSLG will support and plan with local employers, local boards (Franklin and Rodney) and the Franklin Skills Hub to improve the sector's attractiveness for workers with a focus on pastoral care and improvement of industry practices.
- The RSLG promotes working with Māori and Muka Tangata to support Māori in mahi and shares the Muka Tangata vision of the wider system where vocational education adapts and responds to ākonga and industry needs, with a critical focus on Māori.
- The RSLG promotes regional partnerships with Waikato, Bay of Plenty and Tai Tokerau Regional Skills Leadership Groups due to the proximity of the major sector employers in Rodney and Franklin local board areas.
- The RSLG will work with Muka Tangata (People, Food and Fibre) Workforce Development Council^{cxliii} to look at the workforce skills needed to support innovation and technology in the sector.
- The RSLG will work with the Agritech Industry Transformation Plan to identify opportunities to engage with the Muka Tangata Workforce Development Council, and to discuss potential involvement in delivering relevant actions and ensuring agritech skills needs and priorities for the region.

7.5 Screen and Creative Sector

Tāmaki Makaurau is the hub of the country's film industry, and the region has earned an international reputation as a filming destination for screen production and post production.

The Screen and Creative sector in the region^{cxliv} employ 55,218 people, with about 6.0 per cent of those working in the city, representing almost 50 per cent of the national screen and creative workforce^{cxlv}. Screen and Creative is a highly productive and entrepreneurial sector with more than 5 per cent contribution to Tāmaki Makaurau region's GDP, and workers are more likely to be self-employed. The sector is highly gig-orientated, with many self-employed workers who move from contract to contract. Amazon's recent decision not to continue filming its Lord of the Rings production in the region highlights the precarious nature of the global industry.

The screen workforce is part of Toi Mai Workforce Development Council representing the Creative, Cultural, Technology and Recreation sectors, including Filmmaking, Journalism and Broadcasting, Music, Museums, Reserves and Conservation Parks, Hairdressing, Sports and Recreation. In 2021, Toi Mai Workforce Development Council industries had 61,484 filled jobs with a contribution of \$6,874 million to GDP. There are 7.5 per cent Māori employees (Infometrics 2022).

Tāmaki Makaurau also has a significant number of screen sector firms, with 1,935 businesses located here^{cxlvi}. These businesses generate almost 82 per cent of the national revenue from the production of television programmes and commercials, amounting to \$1.2 billion in production and post-production. Forty-six per cent of the country's screen business is in Tāmaki Makaurau, contributing \$2.4 billion and 74 per cent of the national film industry revenue.



Funding uncertainties make an average future – however, if work is funded in the next 12 months, my future is much more secure. I am at a tipping point personally

“ Screen sector worker^{cxli}

The gaming industry has done exceptionally well in Tāmaki Makaurau and earned \$324 million in the Aotearoa-New Zealand games industry in March 2020, with almost 40 per cent of Aotearoa-New Zealand's gaming businesses located in the region^{cxlvii}. However, these businesses have been struggling with a talent shortage since the pandemic. The lack of talent has reached a crunch point over the last two years due to the impact of the pandemic on borders and immigration and workers moving offshore, especially to Australia, due to higher wages and lower cost of living^{cxlviii}. There is a long-standing demand for senior developers, art developers, game designers and advanced project managers recruited from overseas.

Screen and creative sector labour market and workforce insights^{cxlix}

- The sector is forecast to grow both replacement and new jobs between now and 2027. There is a total of 23,465 job openings in this sector from 2022–2027, with 10,762 new jobs and 12,703 net replacement job openings.

Workforce planning challenges^{cl}

- The industry has ongoing challenges with job security and continuity of roles based on project-based work and working conditions and practices, including long and unsociable working hours and lack of worker protections.
- Sourcing sustainable and secure employment is seen as a challenge to continue working in the sector, and opportunities to grow within and maintain employment are seen as a real challenge due to the casual nature of work and uncertainty.
- From industry views, it has been highlighted that the absence of a national approach, fragmentation within the industry, working in silos, and short-term thinking are holding the Screen sector back. There is a need to provide workforce support for freelance gig-based vocations and the challenges and skills needed to self-manage an entrepreneurial career in the Screen sector.



55,218

FILLED JOBS IN SCREEN AND CREATIVE SECTOR

^23,465

NEW JOBS IN NEXT 5 YEARS

SCREEN AND CREATIVE SECTOR ACTIONS ^{CLII}

❖ The RSLG supports a Māori workforce focus: There is an opportunity for the Screen and Creative sector to expand in Tāmaki Makaurau with Tāmaki 10,000 engaging Māori communities, whānau, hapū and iwi to become more proactively involved in communications and media, particularly as more opportunities for relationships between Māori and non-Māori productions arise in the future.

❖ The RSLG supports working with Screen Auckland to support workforce upskilling for the industry in West Auckland.

❖ The RSLG advocates secure and sustainable employment in the Screen and Creative sector given the casual nature of work within the sector, and to address workforce concerns around jobs.

❖ The RSLG will support and provide insights to the Toi Mai Workforce Development Council as they build regional sector insights and workforce and industry aspirations.

Photo: Auckland Unlimited

7.6 Manufacturing, Engineering, Logistics and Transport

Tāmaki Makaurau has had the country’s largest manufacturing base for many years. It represents almost 83,000 workers in the region, being almost 9 per cent of all the filled jobs in Tāmaki Makaurau and 34 per cent of the national manufacturing sector workforce^{clvii}.

Although the region has lost much manufacturing (such as motor assembly and home appliance manufacturing) during the 1980’s period of tariff elimination, Tāmaki Makaurau continues to provide manufacturing jobs as diverse as food, construction materials, metal and plastics, health products and aerospace. The Manufacturing sector continues to rapidly expand in Tāmaki Makaurau, accounting for 9 per cent of regional GDP (\$10.8 million), and 4 per cent of the national businesses in Aotearoa-New Zealand. It is the second-largest employer of Māori, the most significant employer of Pasifika and an essential contributor to regional employment and growth regionally and nationally^{cliv}.

Hanga-Aro-Rau Workforce Development Council represents industries such as Manufacturing, Processing, Extractives and Drilling, Transport, Postal and Warehousing. In 2021, Hanga-Aro-Rau Workforce Development Council industries had 203,687 filled jobs with a contribution of \$25,892 million to GDP. The highest occurring occupation was sales representatives, constituting 3.4 per cent. There were 9.6 per cent Māori employees (Infometrics 2022).

Hanga-Aro-Rau has recognised the importance of Tāmaki Makaurau in its coverage area and is developing a major presence in the region. The RSLG will work closely with Hanga-Aro-Rau to ensure the development of vocational training and skill programmes that will address the skill and labour shortages in the Manufacturing, Engineering, Logistics and Transport sectors in Tāmaki Makaurau. In addition to the Workforce Development Council, the Government has established Industry Transformation Plans, especially in Advanced Manufacturing, which will inform labour market policy in Tāmaki Makaurau.



We collectively have an exciting opportunity to work together to help realise the potential of such an important part of our workforce. Hanga-Aro-Rau is undertaking a TEC COVID-19 Response Fund research project during 2022, “Post COVID-19 Workforce Development Needs in New Zealand’s Manufacturing and Engineering Industries”, which focuses on Tāmaki Makaurau and Canterbury employers. This research will provide an evidence base for further collaboration and actions to inform workforce strategies that address the identified gaps and barriers to skills development

Hanga-Aro-Rau Chief Executive Phil Alexander-Crawford

The Manufacturing sector provides a diverse range of jobs from process workers, apprentices and tradespeople to highly qualified degree holders working in advanced manufacturing roles. The sector has roles with higher qualifications (degrees 23 per cent), but also a large portion of those with no qualifications (15 per cent) and Level 1 and 2 certificates (18 per cent), highlighting the need for upskilling for improved productivity^{clv}. There is also an urgent need to upskill the workforce with digital and ICT skills, numeracy and literacy to improve overall workforce productivity and prosperity. This also includes working with the Advanced Manufacturing Industry Transformation Plan to build the sector’s capability and competitive advantage^{clvi}.



Photo: Auckland Unlimited

There was major dislocation for many manufacturing workers during the period of the late 1980s and 1990s, and while job opportunities have now grown, multi-generational unemployment exists within a disproportionate number of Māori whānau within South and West Auckland. Workers have been forced to move from better paying and secure manufacturing jobs to lower paid and more casualised service sector jobs. This needs to be addressed with appropriate interventions. The region's future focus on Manufacturing and its importance for the Pacific Peoples' workforce in Tāmaki Makaurau has been identified as an area where the RSLG and Workforce Development Council agree to collaborate.

As a transport and logistics hub, Tāmaki Makaurau provides a huge range of transport, warehousing and other logistic jobs. It represents almost 43,000 workers in the region comprising of transport, postal and warehousing: 4.6 per cent of all filled jobs in Tāmaki Makaurau and 41 per cent of the national manufacturing sector workforce^{clvii}.

As a transport and logistics hub, Tāmaki Makaurau provides a huge range of transport, warehousing and other logistic jobs. It represents almost 43,000 workers in the region comprising of transport, postal and warehousing: 4.6 per cent of all filled jobs in Tāmaki Makaurau and 41 per cent of the national manufacturing sector workforce^{clvii}. Many large companies, including large retail brands, have their Northern or Aotearoa-New Zealand distribution centres in Tāmaki Makaurau. The airport precinct, inland ports and other designated hubs provide a large amount of warehousing and logistics space. There has been a boom in small parcel delivery through the city as a response to COVID-19 and many senior high school students in South Auckland have been attracted to work in courier distribution centres rather than complete studies in 2021 or begin tertiary study in 2022. Along with warehousing, road and rail freight transport provides many jobs in Tāmaki Makaurau. There have been chronic skill shortages for road transport drivers (especially Class 5) for many years and through the COVID-19 period this has now reached acute levels^{clviii}.

Public passenger transport is also a large employer in Tāmaki Makaurau with drivers and other staff employed throughout the bus, train and ferry networks of Auckland Transport. This industry has been dogged by low wages over the years which has resulted in staff

shortages. New arrangements are being made between Government, Auckland Transport, bus companies and unions to make the living wage the minimum starting rate for bus drivers, and this should attract more workers into the industry. The logistics hubs and inland ports around the airport and South Auckland ensure local and imported goods are distributed within the region's large population and throughout the country.

Manufacturing sector labour market and workforce insights^{clix}

- A high-value sector contributing to 8 per cent of Tāmaki Makaurau's regional GDP. Tāmaki Makaurau is home to the largest workforce in the country (34 per cent).
- The sector has both highly skilled roles (29 per cent) but also has a large portion of low skilled roles (almost 40 per cent), highlighting the need for upskilling for improved productivity.
- Currently, there are more than 82,000 filled jobs in Manufacturing in Tāmaki Makaurau, and this is forecast to increase year on year.
- The sector is forecast to grow both replacement and new jobs between now and 2027. There are 27,451 total job openings in this sector from 2022 to 2027, consisting of 4,278 new jobs being and 23,173 net replacement job openings. This is set to grow year on year.
- The sector currently employs 34 per cent females, compared to 47 per cent across the Tāmaki Makaurau region.
- The sector also employs 8 per cent of Māori workers and 18 per cent of Pacific workers.
- Labour market gaps present the potential for clustering for productivity gains given the region's size and scale.
- Acute workforce shortages across the sector are slowing the impact of a booming Manufacturing sector with much demand on the books, and this is rising. The BNZ-Business New Zealand Performance Manufacturing Index (PMI)^{clx} for July 2021 increased to 62.6; the second-highest recorded and 1.7 above the June 2021 index^{clxi}. However, the recently announced border exceptions for Manufacturing sector workers will hopefully ease workforce pressures^{clxii}.

There has been a boom in small parcel delivery through the city as a response to COVID-19 and many senior high school students in South Auckland have been attracted to work in courier distribution centres rather than complete studies in 2021 or begin tertiary study in 2022.



82,000

FILLED JOBS IN MANUFACTURING

^27,451

NEW JOBS IN NEXT 5 YEARS

MANUFACTURING SECTOR ACTIONS^{CLXIII}

- ❖ The RSLG supports skills development for Manufacturing sector workers. This includes support to Hanga-Aro-Rau WDC with its TEC COVID-19 Response Fund research project, and support of upskilling initiatives such as Project Ikuna. This provides the Pacific workforce with support for literacy and numeracy skills to allow students to succeed in the upcoming digitally enabled manufacturing workforce.
- ❖ The RSLG promotes skilled Māori workforce in the sector. There is an opportunity for the Manufacturing sector to grow its presence in Tāmaki Makaurau with Tāmaki 10,000 engaging Māori communities, whānau, hapū and iwi to become more proactively involved in the sector, both as employees and employers.
- ❖ The RSLG supports growing productive and customer-focused manufacturing firms and to collaborate with the Employer and Manufacturers Association and Hanga-Aro-Rau WDC in developing manufacturing workers' skills and worker readiness initiatives.

Photo: Auckland Unlimited

8. Good skills for good jobs

Good jobs encompass job quality, job quantity and greater inclusiveness, but also transitions in and out of the workforce and building for the future.

The concept of good jobs draws on the OECD definition found in 'Good jobs for all in a changing world of work'^{clxiv}. This section outlines the approach used by the RSLG to highlight the need for developing good jobs and the adequate support that is needed to allow people to find a good skills match for their next job, which also pays well and is able to manage the increasing cost of living in Tāmaki Makaurau.

This includes not only delivery of effective employment services, but how these services can be tailored to the needs of the person, their family circumstances, and the labour market opportunities in the area where they live. Others face multiple disadvantages, such as health conditions and disabilities, or lack of qualifications, functional illiteracy (including digital and technological literacy), experience and skills. The system must recognise these disadvantages and provide the appropriate types of employment solutions^{clxv}.

Good skills start with the foundational skills like basic literacy and numeracy.

It also extends to access to an affordable education as a child or young adult, and access to adult literacy, migrant ESOL, drivers' licensing and digital skills education, alongside second-chance education, access to apprenticeships and access to retraining opportunities, if displaced^{clxvi}. Aotearoa-New Zealand has had an underperforming labour market for some years which has been pointed out in OECD reports and in Whakamana Tāngata, the 2019 report of the Welfare Expert Advisory Group^{clxvii} which, together with the Reform of Vocational Education^{clxviii}, led to the establishment of Regional Skills Leadership Groups across the motu.

The RSLGs were established in the middle of the COVID-19 pandemic. In fact, the interim RSLGs were entirely COVID-19 focussed. The pandemic has brought many new labour market issues and challenges to the fore and some labour market issues before the pandemic have now become secondary. But above all, the RSLG remains clear that "work is part of everyone's daily life and crucial to a person's dignity, well-being and development as a human being."^{clxix} In the time the RSLG has had to produce its first (2022) Regional Workforce Plan, it has had to concentrate on describing the labour market as it currently stands, with a deep dive into workforce issues in the three key areas of health, construction, and hospitality. It has not had the time to develop any comprehensive policies or programmes to deal with overall labour market issues in the region. These policies and plans will be developed in future Regional Workforce Plans.

The policies and programmes that can provide the bridge between the supply and demand side of the labour market are often called Active Labour Market Programmes (ALMPs). It is these programmes, when undertaken well, that can provide the "magic" of ensuring workers have access to 'good work' and employers have access to skilled and well-trained workers. It is also these programmes that can address poor employment outcomes for different groups within the labour market.

Following the Whakamana Tāngata report, MBIE is undertaking a review into the current ALMPs regimes that exist in Aotearoa-New Zealand. This review will be invaluable for the future work of the RSLG. The Ministry of Social Development is creating a more responsive approach to displaced workers and the Government, together with union and employer organisations, is developing a social insurance scheme for those losing their jobs through redundancy or health issues. While future Regional Workforce Plans will develop a more comprehensive menu of ALMPs that could be used in the region, previous chapters have highlighted some areas that demand immediate action.

Availability of Vocational Education Programmes throughout the region

A major part of the Government's RoVE programme was the creation of Te Pūkenga as a single, national organisation to bring the county's polytechnics and training functions of the ITOs into one organisation. Tāmaki Makaurau hosts the Manukau Institute of Technology (MIT) and Unitec Institute of Technology as the two polytechnics in the region. The joint board of MIT/Unitec undertook a review of vocational education in Tāmaki Makaurau two years ago and has shared a draft of it with the RSLG to assist with its Regional Workforce Plan^{CLXX}.

The report shows a huge disparity in availability of campus-based vocational education programmes across the Tāmaki Makaurau region with MIT housed predominantly in Otara and Manukau City Centre, while Unitec is based in Ōwairaka/Mt Albert with some teaching done at its Waitākere campus in Henderson. The rest of Tāmaki Makaurau, including Manurewa South, the Auckland Isthmus, North Shore and Rodney to the North, East Auckland and West Auckland from Henderson to Helensville, has no access to polytechnic campuses within reasonable traveling distances. The cause of this disparity is twofold. It is the result of huge outwards housing and population growth of Tāmaki Makaurau over the last few decades and second, the transition of the Auckland Technological Institute with campuses in the central business district and North Shore to university status in 2000 as the Auckland University of Technology.

The RSLG is concerned at the effect that the lack of access to vocational education across Tāmaki Makaurau is having on learners, potential workers and businesses. The distance required to travel to a polytechnic also has a major effect on the carbon footprint of the region.

In the future, more bricks and mortar polytechnic campuses will need to be established in the region, but in the meantime, courses could be delivered to poorly served parts of region through marae, community facilities, university campuses and secondary schools (evening classes). Also, the work-based training programmes that Te Pūkenga is inheriting from the ITOs will provide a greater reach throughout the region. The MIT/Unitec report highlights Health and Construction as the two key industries that require a major input of vocational education over the next few years. The RSLG has independently reached the same conclusion.

Tertiary education is a key skills enabler for the region and the upcoming Unified Funding System will further support vocational education and training. The Strategic component funding is of interest to the RSLG as it seeks to support the VET system to respond to regional and national skills priorities. The RSLG will work closely with other key tertiary education organisations, such as the regional Wānanga, Private Training Establishment peak bodies such as Quality Training Institutions and ITENZ, and Group Training Schemes such as ETCO.



Photo: Education NZ

VOCATIONAL EDUCATION ACTIONS^{CLXXI}

- The RSLG supports working with Te Pūkenga to ensure a comprehensive delivery of vocational education across the region.
- The RSLG supports working with Eke Panuku Development Auckland and Kāinga Ora to ensure that land is earmarked for vocational education hubs in any future major developments.
- The RSLG supports the review of the value of current active labour market programmes in Tāmaki Makaurau following the completion of the national review of ALMS by MBIE.

8.1 Good jobs and prosperity

Many of the programmes that the RSLG has adopted or endorsed to strengthen workforce development in the region require a pipeline of good jobs.

Tāmaki 10,000, which the RSLG has adopted as its own Māori employment strategy, places emphasis on good, well-paying and sustainable jobs as one of the key mechanisms to move Māori from poverty to prosperity in the region.

The various prototypes run out of Auckland Council's Southern Initiative (now Community and Social Innovation) including Māori and Pacific Trades Training, UpTempo and Social Procurement, all require this pipeline of good jobs to enable the prosperity goals to be achieved. It is 'good jobs' that will change the Māori and Pacific pay gaps that are under scrutiny from the Human Rights Commission^{clxxii}. Several programmes are now using 'job detectives' to try and identify good jobs, including those paying over \$30 per hour.

However, there is a need for many more of these jobs to be created and more work can be done to turn poor jobs into good or better jobs. It is not just about the rate of pay, it is also about adequate hours (getting rid of the scourge of underemployment) and hours that are flexible enough for workers with family responsibilities to be able to fully enter the workforce.

It is 'good jobs' that will change the Māori and Pacific pay gaps that are under scrutiny from the Human Rights Commission. ^{clxxii}
Several programmes are now using 'job detectives' to try and identify good jobs, including those paying over \$30 per hour.

GOOD JOBS AND PROSPERITY ACTIONS^{CLXXIII}

- ❖ The RSLG supports working with stakeholders to establish a Good Jobs Unit that can both identify existing good jobs and assist employers and workers to turn poor jobs into good jobs.



8.2 Good jobs and worker mobility - Close to Home

Getting to work is a major issue throughout the country and some regions are prioritising driver licensing as a way of reducing a barrier to employment.



Photo: Sara Orme

The lack of a driver's licence can be a barrier to obtaining work within Tāmaki Makaurau, but Auckland Council and Auckland Transport are also trying to reduce reliance on private vehicles for regular commutes.

Auckland Council, within whose boundaries the Tāmaki Makaurau RSLG sits, has also adopted a Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan^{CLXXIV} that seeks to reduce carbon emissions across all activity in the city. Tāmaki Makaurau is a large city with many workplaces and education establishments separated by long distances from homes. Any regional workforce development plan must address the long commute time and distances and the lack of adequate public transport between many residential, commercial and industrial areas. One practical programme that could be trialled is reducing the distance between home and work.

This would have a multitude of benefits, including reducing travel time and travel costs as well as reducing CO2 omissions. This is not a simple change as reducing an employer or shifting house is a major undertaking. However, for example, many retail workers pass at least one shop of the chain that they work for between their home and work. Also, COVID-19 has seen many people working from home and a lot of these arrangements are continuing.

WORKFORCE MOBILITY ACTIONS^{CLXXV}

- The RSLG supports working with stakeholders to trial an initial "Close to Home" programme to inform future actions that could be taken to address the climate, time and cost implications of long commutes for workers within Tāmaki Makaurau.

The lack of a driver's licence can be a barrier to obtaining work within Tāmaki Makaurau, but Auckland Council and Auckland Transport are also trying to reduce reliance on private vehicles for regular commutes.

9. Tāmaki Makaurau Future Workforce - Exploring Three Workforce Futures



He aha te mea nui o te ao? He tangata, he tangata, he tangata

What is the most important thing in the world?
It is the people, it is the people, it is the people

Faiz Salim – Civil Engineer / Source: Build AKL



Photo: #BuildAKL

When looking at the region's future workforce, the RSLG is considering the role of digital skills and digital technology^{clxxvii} as an enabler for all other sectors, as well as a sector within itself for both improved workforce development, education and learning.

It is becoming increasingly important to secure the future of the region's workforce as machine learning and robotics continue to enter the workplace, and digital skills are needed for every job. The adoption of these basic and advanced digital skills is essential to provide workers with the composite skills required to gain employment and contribute to the wider economy, and their adoption is likely to enable employees to shift from manual to technically skilled roles.

COVID-19's impact has been disproportionately large for Tāmaki Makaurau as the region's communities and businesses start to get back on their feet. This shift may contribute to addressing the region's wealth inequity, especially in the region's southern industrial centres. The future workforce will be more digitally skilled, and digital technology will be ubiquitous with artificial intelligence and machine learning across all industries. It is important that the gains from technology in the workforce are not only shared equally across the region, but are also able to lift groups that have not benefited from the growth during recent decades, especially those who live in the region's South and West.

The RSLG wants to work with regional partners and stakeholders to develop a digitally skilled workforce, with no one left behind, while also ensuring the current and future workforce has the necessary skills and capability to grasp emerging future development opportunities. This includes innovation in workforce development, widespread technology uptake (telehealth, e.g., COVID-19 apps), and welcome recognition of the importance of essential and service workers.

As Tāmaki Makaurau continues to be a sought-after destination for workers, the region will continue to create jobs. By 2027 it is predicted there will be around 105,699 more jobs^{clxxviii} with the largest increase in Creative, Culture, Recreation and Technology (up by 14.5 per cent), Community Health Education and Social Services (up by 14.4 per cent), Services (up by 9.3 per cent), Manufacturing, Engineering and Logistics (up by 7.9 per cent), People, Food and Fibre (up by 4.9 per cent) and Construction and Infrastructure (up by 2.4 per cent).

The growth in South Auckland will be underpinned by the Construction sector but there is also likely to be strong growth in transport, postal and warehousing jobs^{clxx}. Forecasts also suggest manufacturing will remain important for West Auckland, but most growth will be in the Construction sector and in public services that support a growing population, including education, training, and healthcare^{clxxx}. Strong employment growth is also forecast in technology-led sectors such as financial services, security payments, data and analytics, and in digital creative and design.

It is now more important than ever to invest workforce futures in digital skills as well as green skills to allow for climate adaption initiatives that support the construction industry of the region. When thinking of green jobs, it is common to imagine windfarms, solar power, and other types of renewable energy. However, as industries become more environmentally friendly, every job has the potential to be greener. A 'green job' produces goods or provides services that directly benefit the environment. It could also be a job that helps industries lower their carbon footprint.

As Tāmaki Makaurau continues to play its role in delivering the Paris Agreement targets to keep temperature increases below dangerous levels (e.g., 1.5°C) in line with Auckland Council's Climate Plan^{clxxxi}, it will become increasingly important for the region's workforce to have access to green learning opportunities.

It is now more important than ever to invest workforce futures in digital skills as well as green skills to allow for climate adaption initiatives that support the construction industry of the region

9.1 Technological Futures – Shaping the digital skills of the future workforce

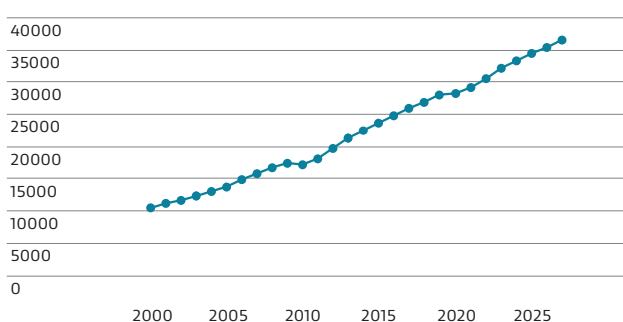
The RSLG wants to play a part in addressing the gap between those with digital skills and those who experience digital exclusion.

Lifting the digital capability of Small and Medium Enterprises (SMEs) and enabling them to compete better on the global market and drive efficiencies and productivity gains through technology will require a shift in education and learning systems. The Digital Technology Industry Transformation Plan and related programmes such as MBIE’s Digital Boost initiative are examples of action underway for the region to leverage.

If Tāmaki Makaurau is to support a productive and prosperous labour market, then equitable distributions of the region’s economic prosperity must be one of its key characteristics. This can only be achieved if employers invest in raising the digital and technical skills of their existing staff and by educators delivering skills development and training programmes aimed at creating a highly skilled and technology enabled Tāmaki Makaurau of the future.

The ‘future of work’ requires an improvement in labour productivity and jobs in this sector are high value, coming under the Professional, Scientific and Technical services occupation and the Information, Media and Telecommunications industry. They are defined as digital skills and include ICT roles which require limited prior qualifications and training. An earlier survey of 58 secondary schools with over 61,000 students found that fewer than 6 per cent of these students were able to gain a qualification that demonstrates to a prospective employer that they are ‘job ready’ and equipped with the ICT skills suitable for taking up a job^{clxxxii}. The future of work will impact the region’s people and industry locally and globally, and the region will need new skills and new insights to upskills its workforce to adapting to digital innovations.

Employment Levels and Forecast for ICT Professionals in Auckland 2000 – 2027



Source: Infometrics

COVID-19 has seen remote working, flexible working and distributed workforces become the norm, and this trend will continue to impact the region’s workforce. The roles of the future will look quite different to what is available now, and the new ways of working for those who are upskilling and retraining as well as what the young people need to be prepared for to lead this change for the region. Information on rates of attendance, completion and achievement at schools and tertiary institutions is not yet available for the current year, but there are indications that in these areas all learners were affected to varying degrees by COVID-19. The affects appear to have been amplified by existing inequities, such as inadequate access to digital devices, lack of connectivity and challenging home environments.

The Southern Initiative (TSI) reports that 20 per cent of South Auckland households without internet at all, and many more without reliable internet, it is becoming clear that we must view digital connectivity as a human right and on par with other forms of infrastructure, like water and power. The first lockdown showed us the depth of digital inequity in South and West Auckland, and this second lockdown is hammering home that access and internet does not equate to digital inclusion^{clxxxiii}.

To take advantage of the opportunities of a digitally enabled workforce, and mitigate challenges related to access and equity of digital skills, the region needs to act now, and to identify where the future demand for workers will be and what education, training and immigration settings are required to deliver an appropriately skilled future workforce. If the region wants to improve productivity, deliver a better health system, create high value jobs that capitalise digital skills and help companies recover from COVID-19 by being more efficient and accessing international markets, the region needs to increase the number of digital technology professionals in Tāmaki Makaurau.

it is becoming clear that we must view digital connectivity as a human right and on par with other forms of infrastructure, like water and power.

ICT and tech sector workforce planning challenges^{clxxxiv}

- While all sectors are experiencing skills shortages across all business sectors in Tāmaki Makaurau, critical digital skills (including advanced skills) shortages is impacting all parts of the economy^{clxxxv}.
- There is a need to assist all Aotearoa-New Zealanders to understand the importance of digital skills. The skills issue is not about the tech sector; it is about the future of work. There is a strong need to increase the understanding of the importance of lifelong learning and digital technologies^{clxxxvi}.
- The digital roles in Tāmaki Makaurau require both advanced and early career digital skills. Jobs are forecast to grow in these roles. However, it is expected that there could be an ongoing requirement for skilled people to fill opportunities created by people leaving the labour market^{clxxxvii}.
- There are 29,089 filled jobs as part of ICT roles in the Tāmaki Makaurau region, representing the highest number of jobs in ICT roles across the country (46 per cent). However, there is not always an equitable distribution of these jobs with Māori employees representing only 1,656 employees in ICT roles constituting about 6 per cent of the workforce^{clxxxviii}.
- The Digital Skills Aotearoa survey highlights a lack of coordinated effort leading to a skills mismatch. Local education pathways not producing sufficiently experienced talent and industry forcing a reliance on immigration to support growth^{clxxxix}.
- Technological drivers like automation of routine roles and uptake of new technologies are predicted to change 25 per cent of Tāmaki Makaurau region's employment growth towards higher-skilled knowledge intensive roles. A skills shortage of high-end digital skills such as programmers and software engineers due to a tight labour market and competition for limited skills has created wage inflation for these roles, especially as the public sector has been increasing salaries to hire software engineers while small businesses are struggling.
- Public sector and global competition have driven up wages due to a limited pool of resources within the country. This has stifled entrepreneurship in small start-ups. There is a need to support the region's digital skills ecosystem to move towards technology-enabled digital skills and boost the productivity of the region's youth through these skills^{cx}.



Photo: Auckland Unlimited

DIGITAL SKILLS ACTIONS^{cxci}

- The RSLG supports urgent and critical action required to ensure the minimum sustainable workforce pipeline meets regional demand for digital skills and advanced digital roles (including software engineers).
- The RSLG supports connections with industry partners, including Microsoft, Facebook, Meta, Google, Amazon and IBM along with tertiary education providers to mitigate equity and access gaps for digital skills. This will ensure access and timing of funds are aligned with industry partners' investment.
- The RSLG promotes the creation of a space for collaboration with industry. This space will promote digital skills for Māori by Māori and align digital skills training with business needs.
- The RSLG supports the development of career pathways for Māori by Māori through the delivery of micro-credentials in digital skills for Māori students under 30 (a high proportion of the Māori population in Tāmaki Makaurau).

9.2 A Future-Ready Resilient Workforce

As the major international gateway to Aotearoa, Tāmaki Makaurau is a ‘border city’. Data shows that 40 per cent of people who arrive in Aotearoa-New Zealand remain in the region to live and work^{CXCii}.

Being a ‘border city’ provides a mixture of opportunities and challenges, including bringing new and required skills to help labour markets or amplifying the impacts of global crises such as COVID-19 that severely affect business productivity and employment. Tāmaki Makaurau showcased both its compassion and grit while it endured more lockdowns than any other city in Aotearoa – New Zealand over the past two years. The support of its employers and voluntary workers formed the backbone of the region’s social response systems, which includes essential workers such as health, bus drivers and supermarket workers. Supporting Tāmaki Makaurau to recover from the pandemic and build a highly skilled, inclusive and resilient economy will be the future focus of the RSLG.

Key labour market and workforce insights^{CXCiii}

- Young people, Māori and Pacific people have been most affected by COVID-19 in Tāmaki Makaurau, primarily because they tend to be employed in industries that were most exposed to the impacts of restrictions such as Tourism, Hospitality and Retail.
- The lockdowns led to more than 26,000 people losing their jobs between March and August 2020, with some commentators suggesting up to 200 jobs were lost each day. It is estimated that during the Level 4 lockdowns nearly half a million workers were unable to work. The city was working at under half its capacity, reducing GDP by nearly 14 per cent^{CXCiv}.
- The workforce has been subjected to pressures that have never been encountered before and consequently workforce wellbeing will remain a concern for some time to come.
- As Tāmaki Makaurau ‘builds back better’ the region will identify best practice approaches towards transitioning affected people into sustainable and high-earning job opportunities.
- There is a need to increase opportunities for a more resilient and productive workforce for Tāmaki Makaurau, considering the disproportionate COVID-19 impacts on the region’s workforce and industries.

FUTURE READY RESILIENT WORKFORCE ACTIONS^{CXCV}

- The RSLG supports mobilisation for the development of initiatives and or programmes^{CXCVi} to ensure Tāmaki Makaurau is prepared to support its workforce to respond to shocks (economic and others) especially in terms of developing future ready and future proof workforce, particularly women and young people.
- The RSLG advocates for the mental health and wellbeing of people to support an agile workforce ready to respond to changing economic and labour market circumstances, while recognising that Tāmaki Makaurau is the border city to Aotearoa-New Zealand and its workforce and businesses are at the forefront of economic shocks and workforce disruption.
- RSLG encourages SME activation, mentoring and support for rangatahi to ensure resilience and recognises the critical function of the region’s social services organisations and volunteers in supporting the region’s resilience, especially in the aftermath of the COVID-19 pandemic.
- The RSLG endorses programmes that support workers with opportunities to upskill through job displacement, including support to just transitions and potential job losses in the future in those sectors impacted by economic and technology changes.



Photo: Auckland Unlimited

9.3 Green Skills and Jobs for a Circular Economy Workforce

If Tāmaki Makaurau wants to grow a circular, regenerative, and decarbonised economy at pace, it needs to grow a skilled work force to power it.

Looking at the spread of talent around the region and within the core and backbone sectors through the lens of green skills, the demand for green talent and green skills is outpacing supply.

For example, within 30 years, Tāmaki Makaurau is projected to grow from a city of over 1.6 million to 2.4 million, requiring another 300,000 dwellings and 250,000 plus jobs^{cxvii}. Dynamic and adaptive planning will be key to achieving the region’s net zero emission target by 2050, alongside the need to build resilience to climate change. This presents an opportunity to develop much-needed green skills and talent for the region as fossil fuels will be phased out and replaced with feasible, localised renewable energies, such as hydrogen, wind, and solar power^{cxviii}. In order to become a zero-waste region by 2040, the region needs to hasten the transition from waste management to resource recovery, and these are much-needed skills that the region lacks. Coupled with population growth and the need to build more homes, the city is looking for skills that support solutions such as prefabricated housing and the use of recycled materials^{cxix}.

Remaining within the limits of earth’s ecological boundaries while continuing to ensure everyone’s needs are met is a balancing act for the region. Transitioning to a net zero carbon economy will contribute towards maintaining this balance^{cc}. If the region acts now, there is still time to build business and community resilience to cope with the threat of the physical impacts of climate change. It is important to prioritise the key industries and sectors where green skills and green job must be developed in order to facilitate a move towards a net zero carbon economy.

The Auckland Plan 2050 identifies climate change as one of the three key challenges facing Tāmaki Makaurau, which has committed to becoming a zero-waste to landfill city by 2040.

This will not only future proof the region’s workforce but will also help achieve the ecological balance faster, resulting in broader environmental, economic, social and health benefits for all Tāmaki Makaurau^{cci}.

The Auckland Plan 2050 identifies climate change as one of the three key challenges facing Tāmaki Makaurau, which has committed to becoming a zero-waste to landfill city by 2040. Waste to landfill is increasing and represents a significant and growing pressure on the environment. Landfills are not just a wasteland of valuable resources, they are expensive to maintain, out-of-step with public opinion and undermine Aotearoa-New Zealand’s ‘clean, green’ brand.



Photo: Auckland Unlimited



We want to grow and share New Zealand’s prosperity more fairly. We want to transition to a clean, green, carbon-neutral New Zealand. We want to deliver responsible government with a broader measure of success.

New Zealand Government (2019) Economic Plan for a Productive, Sustainable and Inclusive Economy

Key labour market and workforce insights^{ccii}

- 56 per cent of Māori and 72 per cent of Pacific populations live in South and West Auckland. To enable sustainable employment for Māori and Pacific workers means giving them a head-start on projects like the Eco Park in South Auckland to help grow workforce opportunities for green skills in the green economy.
- As an emerging market, the circular economy is the opportunity to enable decent work and allow it to design jobs that fit people and not the other way around.
- There is a lack of workforce capability and capacity to build net zero buildings and infrastructure^{cciii}.
- There is an urgent need to increase existing career and education services for rangatahi Māori to support upskilling for a COVID-19 world. This may assist in creating an inclusive transition^{cciv}.
- There is a need to build Māori and Pasifika economic resilience through a regenerative and circular enterprise movement^{ccv}.
- Definitions to understand implications of climate change on skills and jobs^{ccvi} include:
 - Green skills: are those that enable the environmental sustainability of economic activities.
 - Green jobs: are those that cannot be performed without extensive knowledge of green skills.
 - Green transition — the process of evolution towards a green economy to support the goals of the Paris Agreement to deliver net-zero emissions to limit climate change to 1.5 degrees. This includes structural transformation across all sectors and meeting the commitments outlined in the Zero Carbon amendment to the Climate Change Response Act in 2019 in Aotearoa-New Zealand.
- Green sectors – The sectors that will be foremost for the green transition to meet Aotearoa-New Zealand’s national commitments to the Zero Carbon amendment to the Climate Change Response Act in 2019.

As an emerging market, the circular economy is the opportunity to enable decent work and allow it to design jobs that fit people and not the other way around.



As far as we are aware, nothing this ambitious has ever been undertaken in Aotearoa, but actually neither elsewhere in the globe. This is about growing our Māori and Pasifika enterprise and doing that in a way that is also good for our planet, tackling really big issues all within the one, at-scale, catalytic project.

Tania Pouwhare (Ngāi Tūhoe), General Manager - Community and Social Innovation and architect of the Eco-Park Plan.

Greenhouse gas emissions in the Auckland Region
By source industry, 2019, kilotonnes of CO₂ equivalent (Stats NZ)

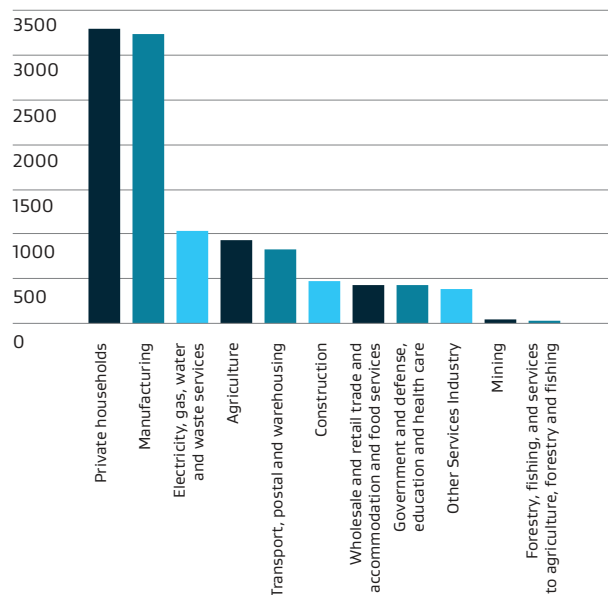




Photo: Auckland Unlimited

GREEN SKILLS AND JOBS ACTIONS^{CCVII}

- ❖ The RSLG supports the workforce to identify the critical green skills required for Tāmaki Makaurau to develop a sustainable and circular economy model supported by its workforce. It will also work with The Southern Initiative to support workforce capability for the circular economy for Tāmaki Makaurau in South and West Auckland, especially for the Māori and Pacific workforce.
- ❖ The RSLG supports a large-scale endeavour like the Eco Park to create green economy workforce opportunities in South Auckland, especially for the Māori and Pacific workforce.
- ❖ The RSLG advocates working with industry to support workforce upskilling for green skills and prepare the workforce for the green transition owing to climate change impacts.
- ❖ The RSLG promotes a worker-enabling and responsive public transport system where workers across Tāmaki Makaurau can reach their workplace efficiencies using public transport, especially reaching those areas of concentrated high employment.

10. The Year Ahead Regional Action Plan and Priorities for 2022 / 23

REGIONAL ACTIONS	TIMEFRAME	EXPECTED OUTCOMES	KEY STAKEHOLDERS
A. People - Tangata whenua – Māori Workforce			
<ul style="list-style-type: none"> The RSLG has endorsed Tāmaki 10,000 as a Māori Regional Labour Market Strategy. The RSLG will support Tāmaki 10,000 and Whāriki- Māori Business Network to work together to explore workforce opportunities for Māori and support outcomes for Māori small to medium enterprise. The RSLG will advocate for foundational incentives to be developed for employers and kaimahi Māori as lifelong opportunities to upskill, learn, develop and maintain employability through economic periods of growth and disruption. The RSLG will stand by programmes and initiatives that address both pay equity and pay parity for Māori in the workforce and support industry sectors and businesses that promote good pay for the right skills and career development. 	Medium to Long Term	<ul style="list-style-type: none"> More Māori into good jobs Better visibility of pathways to good careers Support Māori to transition into higher quality employment Partner with industry to improve equity across employment opportunities for Māori Support Māori businesses creating quality employment opportunities for Māori ('for Māori by Māori') 	<ul style="list-style-type: none"> Amotai Auckland Regional Leadership Group TM Shared regional priorities Auckland Unlimited Māori and Pacific Trades Training Ministry of Social Development Tamaki 10,000
A. People - Pacific Workforce			
<ul style="list-style-type: none"> The RSLG will support Pacific workforce upskilling initiatives, led or facilitated by Pacific communities that will help Pacific people through education, micro-credentials, digital and tech, as well as literacy and numeracy projects e.g., Project Ikuna. The RSLG will support initiatives that close the gap in pay for Pacific in the workplace and supports industry and sector businesses that promote good pay for the right skills and provide opportunities for career development e.g., Pacific Pay Gap Inquiry. The RSLG will advocate through its networks and relationships to connect Pacific businesses with support and resources (delivered by key regional stakeholders) to build resilience and growth. The RSLG will support career information support and advice initiatives that have reach and purchase with Pacific people in relevant aiga and groups. 	Medium to Long Term	<ul style="list-style-type: none"> More Pacific with good skills into good jobs Better visibility of pathways to good careers Support Pacific to transition into higher quality employment Partner with industry to improve equity across employment opportunities for Pacific Support Pacific businesses creating quality employment opportunities for Pacific 	<ul style="list-style-type: none"> Auckland Unlimited Cause Collective Ministry of Pacific People Ministry of Social Development Pacific Business Trust Pacific Prosperity Project with The Southern Initiative Union Komiti Pasifika Uptempo Programme Amotai
A. People - Rangatahi - Ensuring sustainable and equitable education and employment outcomes for the region's youth			
<ul style="list-style-type: none"> The RSLG will advocate secondary schools, vocational education institutions, Ministry of Education and Māori and Pacific to address the crisis of large numbers of south Auckland rangatahi leaving school without qualifications during the COVID-19 pandemic. The RSLG supports secondary schools to prototype initiatives that encourage young people across Tāmaki Makaurau to stay and complete secondary school before moving into high-quality tertiary education, employment or enterprise. (EDAP 3.1.4).^{ccviii} The RSLG promotes enhancing careers delivery pathways beginning at school while acknowledging the region's people are on a career continuum and face-to-face post-school learning is vital with a focus on regionally led solutions and career job support and pastoral support. The RSLG advocates for strengthened careers advice and bringing stakeholders together to design and implement a purpose-built careers advice ecosystem for Tāmaki Makaurau including 'by and for' structures for Māori and other groups disadvantaged in the labour market. The RSLG supports Māori-led delivery of support and pastoral care to rangatahi and whānau to make subject and employment pathway choices, understanding future workforce opportunities. The RSLG will review the recommendations from the Youth Employment Action Plan^{ccix} and will incorporate these, where appropriate, into the ongoing work of the RSLG. 	Short Term Medium and Long Term	<ul style="list-style-type: none"> Reduce the potential for those disengaged through COVID-19 from becoming the long-term unemployed in the next downturn Māori and Pacific workforce is able to access education and training and attain decent work Working leads to a better standard of living Careers service delivery that leads to careers not just jobs 	<ul style="list-style-type: none"> Iwi and Māori Auckland Unlimited Business and industry (especially those in retail and distribution) Disability support groups Ministry of Education Ministry of Social Development Pasifika community Secondary schools South and West Auckland Schools Tāmaki 10,000 Te Puni Kōkiri Te Pūkenga Tertiary Education Commission Unions Workforce Development Councils

REGIONAL ACTIONS	TIMEFRAME	EXPECTED OUTCOMES	KEY STAKEHOLDERS
A. People - Ethnic communities, former refugees and recent migrants, fostering the region's potential future workforce			
<ul style="list-style-type: none"> ❖ The RSLG advocates workplaces to make the most of Auckland's increasingly diverse workforce by establishing practices of pay equity, recognition of prior education and work experience and most of all, freedom of cultural expression, fairness and human dignity across workforce operations and supply chains^{ccx}. ❖ The RSLG promotes skills and entrepreneurial support initiatives, including career guidance to be given to former refugees, recent migrants and ethnic communities for enhanced labour market participation. ❖ The RSLG supports more accessible opportunities for English language courses for ethnic communities and migrants. ❖ The RSLG will review the recommendations of the Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan and incorporate those, where appropriate, into the ongoing work of the RSLG. ❖ The RSLG supports community and government-led initiatives, including recognition of relevant skills and experience, and support for the recently Ministry of Business Innovation and Employment report on eliminating worker exploitation^{ccxi}. 	Medium Term	<ul style="list-style-type: none"> • Successful resettlement of ethnic communities • Reduction in bias into and through employment • Skills maximised in employment • Potential productivity increase 	<ul style="list-style-type: none"> • Auckland Chamber of Commerce • Auckland Regional Migrant Services (ARMS) • Auckland Unlimited • Chinese New Settlers Services Trust (CNSST) • Migrant Action Trust • UNIMIG- FIRST Union • Waitākere Refugee Services
A. People - Fostering an inclusive workforce for people with disabilities			
<ul style="list-style-type: none"> ❖ The RSLG supports the establishment of employment working groups for different disabilities to address specific needs for each group and as a way of facilitating good employer responses for the region. ❖ The RSLG promotes support for young people with disabilities to receive the same education opportunities as other New Zealanders. ❖ The RSLG advocates that the education sector is aware of the critical levers that will stop young people with disabilities in New Zealanders from accessing education. ❖ The RSLG has committed to supporting the Working Matters Disability Employment Action Plan^{ccxii} which is an all-of-government Action Plan that aims to help ensure an inclusive economic recovery from COVID-19 where people with disabilities and people with health conditions can participate in employment as they want to, on an equal basis. In addition, develop a robust understanding of the needs of people with disabilities in Tāmaki Makaurau based on the Working Matters Disability Employment Action Plan. 	Medium and Long Term	<ul style="list-style-type: none"> • Support people to steer their own employment futures • Back people who want to work and employers with the right support • Partner with industry to increase good work opportunities people with disabilities and health conditions • Government support to help workplaces put necessary equipment/tools/resources in place to have more disabled people access employment • Increase number of disabled school leavers accessing employment straight form school 	<ul style="list-style-type: none"> • Auckland Council • Employer organisations • Ministry of Social Development • Tāmaki 10,000 • Trade unions
A. People - Supporting older people to remain the workforce			
<ul style="list-style-type: none"> ❖ The RSLG advocates for initiatives that maintain employability of older workers in the region's workforce. ❖ The RSLG supports regional initiatives that will move the mindsets of employers to embrace older workers as an asset rather than a liability. ❖ The RSLG promotes supporting and protecting the welfare and wellbeing of older people in the workplace across Tāmaki Makaurau. ❖ The RSLG will review the recommendations from the recently released Older Workers Employment Action Plan^{ccxiii} and incorporate these, where appropriate, into the ongoing work of the RSLG. 	Medium and Long Term	<ul style="list-style-type: none"> • Support people to steer their own employment futures • Back people who want to work and employers with the right support 	<ul style="list-style-type: none"> • Auckland Council • Employer organisations • Ministry of Social Development • Tāmaki 10,000 • Trade unions

B. Regional Economy, Industry and Business – Construction and Infrastructure

- ❖ The RSLG supports the building of visible and sustainable career pathways, with a focus on:
 - System-wide commitment to building visible and sustainable career pathways
 - Drawing on the skills and knowledge of the senior workforce, including supporting mentoring and coaching skills to develop the future workforce, and supporting career next steps.
 - Promoting upskilling within the casual labour workforce, coupled with mentoring and pastoral care.
 - Encouraging rangatahi/youth and whānau through work exposure/experience, internships and cadetships, graduate recruitment, apprenticeships, and campaigns such as EPIC, Waihangā Ara Rau, CSA Beacon Projects
 - Encouraging women and girls including initiatives such as Diversity Works (partnership with CSA), Diversity Agenda, National Association of Women in Construction, Women in Trades, Women in Infrastructure
 - Skilled migrant attraction (Level 6 and above) to meet immediate needs, and to share knowledge (role modelling, mentoring, coaching).

Medium Term

- Increased awareness and connections between future workforce and industry and employer-led action
- Increased numbers of rangatahi or youth, girls and women, choosing pathways and jobs in the industry
- Breadth of regional training provision meets industry needs, businesses and workers (including migrants)

- Auckland Chamber of Commerce
- Construction Sector Accord
- Employers and Manufacturers Association
- Industry Associations
- Ministry of Social Development
- Tāmaki 10,000
- Tertiary education providers for C&I industry
- Trade unions
- Waihangā Ara Rau Workforce Development Council
- Whāriki Business Network

- ❖ The RSLG advocates construction and infrastructure training is effectively delivered and tailored to future regional needs
 - Investigate an industry-wide regional platform to align workforce education and training provision, from compulsory to in-work upskilling, using the Construction Centre of Vocational Excellence Career Framework (Te Pūkenga, universities, wānanga PTEs etc.)
 - Align and communicate the construction workforce forecast on the Workforce Information Platform with regional education and training sectors.
 - Support employer connections to trades academies, so that academy graduates can move directly into further training and employment.

Short Term

- ❖ The RSLG promotes the use of the Workforce Information Platform to inform the region of future employment and skill requirements in the construction and infrastructure sector.
- ❖ The RSLG supports initiatives to grow future Māori and Pacific industry leaders and businesses in Tāmaki Makaurau

B. Regional Economy, Industry and Business – Health

- ❖ The RSLG advocates removing barriers and fast-tracking local and migrant training.
 - Support removal of barriers for Māori and Pacific students to complete their studies.
 - Endorse alignment and career stair-casing from unregulated, enrolled nursing, registered nursing, nurse practitioners and across to other medical roles
 - Support options to allow step-on, step-off studying while being able to work in the sector at their current level.
 - Endorse and support ‘earn as you learn’ option for all fields of nursing and a fees and support structure that at least matches male dominated sectors.

Medium Term

- Increase our health workforce diversity to better reflect the patient demographic we serve. e.g. Māori
- Specifically support increase in workforce from entry level care givers in any setting including aged residential care to Nurse Practitioners

- Māori Health Authority
- Health NZ
- TEC
- MOE
- MSD
- Auckland DHB
- Waitematā DHB
- Counties Manukau DHB
- Tāmaki 10,000
- Te Whānau O Waipareira

- ❖ The RSLG supports immediate actions to increase the broader health workforce.
 - Support affirmative action to retain and train the COVID-19 surge workforce.
 - Take affirmative action to fast-track migrant and existing domestic students and resident workforce at this time of acute shortages, especially in nurse-led practitioner roles.
 - Take action to recruit peer support for mental health from those with lived experiences but ensure there are clear career pathways.
 - Work with Tāmaki 10,000 to support and engage whānau and communities and workforce to have good jobs and a meaningful career in the industry.
 - Work with MSD and DHBs to support people into employment via the employment pipeline, and look at the volunteer workforce to support MSD flexi-wage projects in the community.

Short Term

- ❖ The RSLG promotes utilisation of the comprehensive data and forecasts existing in the sector to validate investment in workforce development.
 - Support the streamlining of contracted services by DHBs so that expiry and timing does not lead to pay inequity and retention issues for some in the sector.
 - Partner with Toitū te Waiora – WDC to better understand the skills deficit in the sector and the capability gaps to meet industry needs and provide works with clear pathways to employment and career progress within the sector.

- ❖ The RSLG will support more joined up pathways for career progression with professional categories
 - Career progression is generally expected to occur within the same professional category but even within the same broad area there it is a disjointed journey from vocational education and training to tertiary training that the Review of Vocational Education (ROVE) has not addressed.

B. Regional Economy, Industry and Business – Hospitality

❖ The RSLG supports the implementation of the industry-led Future of Hospitality Roadmap Goals^{ccxv} with a focus on raising the attractiveness of the sector by providing better working conditions, ensuring decent employment practices, and changing the image of the sector to ensure good jobs through HospoCred^{ccxv}.

- Goal 1- Create workable solutions for legacy issues faced by the industry
 - Collaborate with industry, especially small business owners, for bite-sized and right sized workforce support. This includes education and development for business owners who are critical to the success of whether someone stays or leaves the hospitality industry.
- Goal 3- Support the development of fit-for-purpose, adequately-funded education and training options that produce ready-to-work, productive, career focused workers
 - Partner with Ringa Hora – WDC to conduct a hospitality skills survey to better understand the skills deficit in the sector and the capability gaps across the industry ecosystem. This will provide clear pathways to employment and career progress within the sector.
 - Grow productivity by developing core skills and investing in basic customer service skills and core hospitality training programmes to allow job seekers to gain work ready skills to transition into work easily such as the *Restaurant Association Hospo Start* and promoting Job Ready skills.
 - Supporting existing workers and invest in their skills and development for growth within the hospitality workplace through apprenticeships, micro-credentials and *Restaurant Association's Springboard employee training program* and a wider range of paid pathways into Tourism & Hospitality careers.
- Goal 4 - Bring out the best in the sector
 - Support Hospo Cred accreditation system due for release in June which aims to highlight those businesses that are good employers.

Medium Term

- Promoting inclusive employment, creating opportunity through fair and inclusive jobs by establishing the industry as a thriving profession
- Industry collaboration to set standards in key areas such as business operations, duty of care and employee working conditions and wellbeing.
- Promoting Tāmaki Makaurau as a hospitality destination on the national and international stage as a sustainable thriving and resilient destination for the region’s workforce

- Auckland Council
- Auckland Unlimited
- Unite Union
- Go with Tourism –Industry partnership
- Restaurant Association of New Zealand – future of hospitality roadmap
- Ringa Hora WDC
- Tāmaki 10,000
- Tourism Industry Aotearoa

❖ The RSLG advocates a thriving hospitality sector that offers better working conditions, based on a strong employer duty of care for its service workforce.

- Offer attractive working conditions that ensure workers feel confident and value their work as a short term vocation or a long term career. For example, students, holiday visitors and residents.
- Build a professional skills pipeline that attracts and develops local workers and tackles poor perception of industry employment.
- Work with Tāmaki 10,000 to support Māori into good jobs within the sector for our region’s Māori workforce.

Short Term

❖ The RSLG promotes a hospitality workforce that can share manaakitanga with manuhiri, or guests, while representing this home with heart, soul and mana.

- Ensure organisations are culturally competent and responsive to tikanga Māori.
- Encourage Auckland-based hospitality employers to inspire and up-skill staff through programmes such *Tū Mai Ambassador Program* to grow cultural competency and engage customers experience in the world, ensuring the region thrives within a sustainable visitor economy.
- Work with Tāmaki 10,000 to support and engage whānau and communities working in hospitality to have good jobs and a meaningful career in the industry.

B. Regional Economy, Industry and Business – Horticulture

- ❖ The RSLG will support and plan with local employers, local boards (Franklin and Rodney) and the Franklin Skills Hub to improve the sector's attractiveness for workers with a focus on pastoral care and improvement of industry practices.
- ❖ The RSLG promotes working with Māori and Muka Tangata to support Māori in mahi and share the Muka Tangata vision of the wider system where vocational education adapts and responds to ākonga and industry needs, with a critical focus on Māori.
- ❖ The RSLG promotes regional partnerships with Waikato, Bay of Plenty and Tai Tokerau Regional Skills Leadership Groups due to the proximity of the major sector employers in Rodney and Franklin local board areas.
- ❖ The RSLG will work with Muka Tangata (People, Food and Fibre) Workforce Development Council^{FCWV} to look at the workforce skills needed to support innovation and technology in the sector.
- ❖ The RSLG will work with Agritech Industry Transformation Plan to identify opportunities to engage with the Muka Tangata Workforce Development Council to discuss potential involvement in delivering relevant actions and how to ensure agritech skills needs and priorities for the region.

Medium Term

- More sustainable and higher qualified workforce

- Agritech industry association
- Auckland Unlimited
- FIRST Union
- Franklin Local Board
- Ministry of Social Development
- Muku Tangata WDC
- Waikato/Bay of Plenty and Tai Tokerau RSLG

B. Regional Economy, Industry and Business – Screen and Creative

- ❖ The RSLG supports a Māori workforce focus: There is an opportunity for the Screen and Creative sector to expand in Tāmaki Makaurau with Tāmaki 10,000 engaging Māori communities, whānau, hapū and iwi to become more proactively involved in communications and media, particularly as more opportunities for relationships between Māori and non-Māori productions arise in the future.
- ❖ The RSLG supports working with Screen Auckland to support workforce upskilling for the industry in West Auckland.
- ❖ The RSLG advocates secure and sustainable employment in the Screen and Creative sector.
 - Given the casual nature of the work within the sector, a large proportion of the workforce ends up being gig workers, and part-time contracts and a concerted effort are needed to ensure good jobs within the sector.
 - These workforce concerns around job security and continuity with project-based work, including improving working conditions and practices, such as long and unsociable working hours and lack of worker protection, need to be addressed.
- ❖ The RSLG will support and provide insights to the Toi Mai Workforce Development Council as they build regional sector insights and workforce and industry aspirations.

Medium and Long Term

- Improved career pathway for both new entrants and those already in the industry
- Support good jobs within the sector with workforce security while ensuring work continuity

- Auckland Unlimited
- Equity NZ
- Ministry of Social Development
- Toi Mai

B. Regional Economy, Industry and Business – Manufacturing sector

- ❖ The RSLG supports skills development for Manufacturing sector workers.
 - Support Hanga-Aro-Rau WDC with its TEC COVID-19 Response Fund research project, “Post COVID-19 Workforce Development Needs in New Zealand’s Manufacturing and Engineering Industries”. This research will provide an evidence base for further collaboration and actions to inform workforce strategies that address the identified gaps and barriers to skills development.
 - Support upskilling of manufacturing sector Pacific workers
 - Support career advice for literacy and numeracy skills to allow students to succeed in the upcoming digitally enabled manufacturing workforce.
 - Advocate and recognise that truck drivers are highly skilled operators and support an improved public perception regarding their skills
- ❖ The RSLG promotes skilled Māori workforce in the sector. There is an opportunity for the Manufacturing sector to grow its presence in Tāmaki Makaurau with Tāmaki 10,000 engaging Māori communities, whānau, hapū and iwi to become more proactively involved in the sector, both as employees and employers.
- ❖ The RSLG supports growing productive and customer-focused manufacturing firms.
 - Collaborate with Employee Manufactures Association and Hanga-Aro-Rau WDC for developing manufacturing workers’ skills, knowledge and partnerships by working closely together with industry and the workforce to support high-quality skills for improved productivity and knowledge-sharing based on the large scale and depth of the sector in Auckland.
 - Support basic worker readiness initiatives that must be considered to enable the industry to utilise its workforce to its maximum potential.
 - Collaborate with Waihanga ara Rau WDC to align productivity improvements in the building manufacturing area
 - Support the focus of the MBIE Advanced Manufacturing Industry Transformation Plan.
 - Support for building the sector’s capability across skills, capital and innovation, environmental sustainability, and global connections.
 - Build on the competitive advantage in the sector through identifying and supporting high growth areas within manufacturing.

Medium and Long Term

- Improve Manufacturing sector skills advanced and basic work ready skills
- Improve workforce productivity by collaboration across the manufacturing workforce through knowledge sharing
- Support increase in high quality jobs and opportunities through networking and collaboration benefits given the region’s scale

- Employer and Manufacturers Association
- Etu
- FIRST Union
- Hanga-Aro- Rau WDC
- Ministry of Business Innovation and Employment
- Ministry of Social Development
- Waihanga ara rau WDC

C. Future Workforce - Digital Skills - Boosting the productivity of the region’s youth through digital skills

<ul style="list-style-type: none"> ❖ The RSLG supports urgent and critical action required to ensure the minimum sustainable workforce pipeline meets regional demand for digital skills and advanced digital roles (including software engineers). 	<p>Medium Term</p>	<ul style="list-style-type: none"> • Grow a sustainable digital skills pipeline from school to tertiary education 	<ul style="list-style-type: none"> • Activate Tāmaki Program • Clearhead • Ministry of Education
<ul style="list-style-type: none"> ❖ The RSLG supports connections with industry partners, including Microsoft, Facebook, Meta, Google, Amazon and IBM along with tertiary education providers, to mitigate equity and access gaps for digital skills. This will ensure access and timing of funds are aligned with industry partners’ investment. 	<p>Short Term</p>	<ul style="list-style-type: none"> • Improve imbalances between the skills of workers and the skills needs of the labour market through digital skills and ICT trainings across Auckland’s economy 	<ul style="list-style-type: none"> • Ministry of Social Development • NZ Digital Skills Forum • NZTech
<ul style="list-style-type: none"> ❖ The RSLG promotes the creation of a space for collaboration with industry. This space will promote digital skills for Māori by Māori and align digital skills training with business needs. 		<ul style="list-style-type: none"> • Grow good jobs and ensure labour market equity and access for digital skills and advanced ICT roles for good and productive jobs 	<ul style="list-style-type: none"> • Whāriki Māori Business Network
<ul style="list-style-type: none"> ❖ The RSLG supports the development of career pathways for Māori by Māori through the delivery of micro-credentials in digital skills for Māori students under 30 (a high proportion of the Māori population in Auckland). 			

C. Future Workforce - Create opportunities for a more resilient and productive workforce, especially women and youth, to prepare Tāmaki Makaurau for foreseeable future shocks

<ul style="list-style-type: none"> ❖ The RSLG supports mobilisation for the development of initiatives and or programmes^{ccvii} to ensure Auckland is prepared to support its workforce to respond to shocks (economic and others) as below: <ul style="list-style-type: none"> • Develop the future-proofed pivoting, flexibility and adaptability of the region’s workers, especially women and young people, which is essential for productivity both in terms of skills and ways of working. 	<p>Short to Medium Term</p>	<ul style="list-style-type: none"> • Support a more resilient workforce in times of economic disruption for Auckland • Improve mental wellbeing of the workforce, especially women, youth and SMEs • Increase participation of women and youth in good jobs 	<ul style="list-style-type: none"> • Activate Tāmaki Program • Community and Social Innovation (Auckland Council) • Employers, unions • Ministry of Social Development • Tāmaki 10,000 • Whāriki Business Network
<ul style="list-style-type: none"> ❖ The RSLG advocates for the mental health and wellbeing of people to support an agile and readily pivoted workforce, including dedicated effort and time to manage mental wellbeing. <ul style="list-style-type: none"> • Recognise that Auckland is the border city to New Zealand and its workforce and businesses are at the forefront of economic shocks and workforce disruption. 			
<ul style="list-style-type: none"> ❖ The RSLG encourages SME activation, mentoring and support to rangatahi to ensure resilience <ul style="list-style-type: none"> • Recognise the critical function of the region’s social services organisations and volunteers in supporting the region’s resilience, especially in the aftermath of the COVID-19 pandemic. 			
<ul style="list-style-type: none"> ❖ The RSLG endorses programmes that support workers with opportunities to upskill through job displacement, including support to just transitions and potential job losses in the future in those sectors impacted by economic and technology changes. 			

C. Future Workforce - Circular Economy - Creating shared prosperity for the region’s workforce through the circular economy especially for South and West Auckland

<ul style="list-style-type: none"> ❖ The RSLG supports the workforce to identify the critical green skills required for Tāmaki Makaurau to develop a sustainable and circular economy model supported by its workforce <ul style="list-style-type: none"> • Work with <i>The Southern Initiative</i> to support workforce capability for the circular economy for Tāmaki Makaurau in South and West Auckland, especially for the Māori and Pacific workforce in a way that aligns with their kaupapa and whenua values. 	<p>Short Term</p>	<ul style="list-style-type: none"> • To grow and share the region’s prosperity more fairly across the workforce, especially for Māori and Pacific workforce • To transition the workforce with skills supporting a clean, green and carbon neutral New Zealand 	<ul style="list-style-type: none"> • Auckland Council • Auckland Transport • Employers and unions • Ministry of Social Development • Tāmaki 10,000 • The Southern Initiative
<ul style="list-style-type: none"> ❖ The RSLG supports a large-scale endeavour like the Eco Park to create green economy workforce opportunities in South Auckland, especially for the Māori and Pacific workforce 		<ul style="list-style-type: none"> • To grow green skills and good jobs for people and the planet and support high productivity for the green transition to key industries of the region. 	
<ul style="list-style-type: none"> ❖ The RSLG advocates working with industry to support workforce upskilling for green skills and prepare the workforce for the green transition owing to climate change impacts 	<p>Medium Term</p>		
<ul style="list-style-type: none"> ❖ The RSLG promotes a worker-enabling and responsive public transport system where workers across Auckland are able to reach their workplace efficiencies using public transport, especially reaching those areas of concentrated high employment. 	<p>Medium Term</p>		

11. Performance Framework

This framework is designed to provide the RSLG with the information they need to review and guide activity and measure performance against the Regional Workforce Plan implementation. The Performance Measurement Cycle includes high level updates at monthly RSLG meetings, quarterly strategic and focus area reviews (agreed through the Business Plan), and Annual Report covering plan implementation.*

PERFORMANCE PROGRESS	RWP PERFORMANCE MILESTONES	PERFORMANCE VALIDATION
<p>Annual RWP report</p> <p>(Aligned to RSLG business plan programme)</p>	<p>Annual RWP implementation report (in line with Minister’s LOE areas):</p> <ol style="list-style-type: none"> 1. Work with key stakeholders across the region and sub-regions, to identify patterns, trends and priorities for business and labour market development, including workforce development needs now and, in the future. 2. Identify and coordinate local actions that can address workforce development needs and improve employment and career opportunities for people in the region. 3. Grow partnerships with iwi/Māori to understand and support their goals and aspirations, to have a more confident, coordinated labour market view, that supports Te Ao Māori and reflects the Government’s commitment to Te Tiriti o Waitangi. 4. Use insights to influence the decision-making of local employers, workers, councils, government agencies, economic development agencies, learners and jobseekers through improved information provision and planning capability. <p>(Minister’s Letter of Expectations to RSLGs, 2021)</p>	<p>Shared workforce and skills narrative/priorities</p> <ul style="list-style-type: none"> • Survey of regional partners (iwi/Māori), stakeholders (industry, employers, local and central government), delivery partners to understand awareness, information, relevance, levels of engagement <p>Progress on local action implementation</p> <ul style="list-style-type: none"> • Shared initiatives including co-design, projects, collaborations • Workforce and skills development metrics aligned to actions <p>Approach and supporting partnership activity</p> <ul style="list-style-type: none"> • Input from iwi/Māori including reflections on engagement • Includes updates on action aligned with Te Mahere Whai Mahi Māori (Māori Employment Action Plan) <p>Influencing decision making</p> <ul style="list-style-type: none"> • Monitoring of investment and programming decisions (regional and national) for against RWP priorities and actions • Relevant metrics (potentially survey as above) for employers, workers, councils, government agencies, learners and providers, and jobseekers
<p>Quarterly Local Insight Reports</p>	<p>Quarterly Check-ins of RWP thematic/priority areas (often chapters)</p> <ul style="list-style-type: none"> • Monitoring of focus areas (industry, population, etc.) at thematic and action level, as agreed through Business Plan programme 	<ul style="list-style-type: none"> • RSLG members leading on strategic areas direct reporting form, working with MBIE Secretariat and wider regional delivery partners
<p>Monthly At RSLG meetings</p>	<p>Monthly Check-ins at RSLG meetings including</p> <ul style="list-style-type: none"> • RSLG ‘Business Plan on a Page’ status report • Actions register updates <ul style="list-style-type: none"> • including RAG status 	<p>To be developed by co-chairs for groups with secretariat support i.e.:</p> <ul style="list-style-type: none"> • ‘Business Plan on a Page’ status report (thematic/chapter level) • Actions register that provides a real time overview of RWP implementation (including priority level, status, partners etc.)

* Note that MBIE’s RSLG national Secretariat team will commission independent monitoring and evaluation of the national RSLG programme, in line with the Ministry’s best practice requirements

12. Regional Skills Leadership Group Membership

Co-Chairs



Robert Reid



Awerangi Tamihere

Members



Michael Barnett



Mandeep Bela



Marisa Bidois



Beatrice Faumuinā



Katrina Felton



Pam Ford



Sarah Hardman



Heta Hudson



Paul Jarvie



Dr. Angela Lim



Jules Lynch



Shazeea Salim

13. Appendices

All appendices that support this report are accessed from:

<https://www.mbie.govt.nz/tamaki-makaurau-rslg>



Foundational Documents:

1. Cabinet Paper establishing RSLGs
2. Letter of Expectations (from Minister of Employment, Hon Carmel Sepuloni RSLG Co-Chairs)

Supporting Information:

- Tangata Whenua
- Our People
- Our Economy, Industry and Business



Photo: Ngāiti Whātua Ōrākei

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Photo: Auckland Unlimited

The technology industry of Tāmaki Makaurau Auckland is dynamic and growing, and has the potential to support greater productivity, prosperity, and wellbeing for our communities

Tech Tāmaki Makaurau, Auckland Unlimited



Photo: City Rail Link Ltd and Link Alliance

Website:
<https://www.mbie.govt.nz/tamaki-makaurau-rslg>

Contact us:
tamakimakaurauslg@mbie.govt.nz