

Tāwhaki submission on developing the Aotearoa Aerospace Strategy

Your organisation

Organisation	Tāwhaki Joint Venture
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Tāwhaki is delighted to make this submission on the draft Aotearoa Aerospace Strategy (the **Strategy**). In doing so, it wishes to acknowledge the work of Hīkina Whakatutuki – Ministry of Business, Innovation and Employment in preparing the Strategy Consultation Document and providing the opportunity for this submission. Tāwhaki would also like to acknowledge the ongoing support Hīkina Whakatutuki provides with respect to our own mahi.

1 Introduction to Tāwhaki

- 1.1 Tāwhaki is a partnership established in May 2021 between Kaitorete Limited (representing Te Taumutu Rūnanga and Wairewa Rūnanga) and the Crown to create enduring opportunities and achieve positive outcomes for the whenua at Kaitorete (which extends from Banks Peninsula in Canterbury), and for whānau, hapū and the wider community.
- 1.2 Kaitorete has a long and rich history, previously known as a travelling route for Māori throughout Te Waipounamu, and a place that sustained ancestors for generations. Wairewa Rūnanga and Te Taumutu Rūnanga hold mana whenua and the rights and responsibilities as rangatira over this special location.
- 1.3 Tāwhaki has a dual kaupapa to:
 - (a) **Heal and rejuvenate the unique whenua at Kaitorete** – an area of significant cultural importance renowned for its mahinga kai, taonga species and history. It is home to numerous threatened and locally endemic plant, invertebrate, birds and reptile species, with internationally-recognised ecological value.
 - (b) **Advance Aotearoa’s aerospace industry** – through the development of aerospace activities and research and development facilities on the whenua, there is the potential to generate significant and regenerative economic outcomes through job creation, capital investment and ancillary opportunities.
- 1.4 Through this dual kaupapa, whānau and hapū will be empowered to lead the healing and rejuvenation of Kaitorete and participate in Aotearoa’s growing aerospace industry. This kaupapa will be delivered by Tāwhaki through our four strategic pou:
 - (a) **Tangata** – Through Kaitorete, we will maintain and grow the cultural capacity of whānau and hapū to ensure they remain firmly connected to Kaitorete and any future uses of the whenua.
 - (b) **Taiao** – Kaitorete is healed, rejuvenated, and nourished for future generations.
 - (c) **Ara Tukuktuku** – Tāwhaki is a world leading Indigenous aerospace partner.

- (d) **Whakaptupu** – Regenerative economic opportunities are created that enrich the lives of whānau and hapū, and contribute to the economic development of Ōtautahi and Aotearoa.

2 Overview of Tāwhaki's submission on the Strategy

- 2.1 Tāwhaki strongly supports the establishment of an overarching Strategy to guide the development and growth of a unique, globally competitive aerospace sector and wider eco-system in Aotearoa that is shaped by our history as voyagers, our cultural identity, and our environmental and geographical advantages.
- 2.2 Tāwhaki recognises, and affirms, the significant potential that this sector and wider eco-system offers to Aotearoa, both in terms of its economic value for the country, and in supporting environmental and social outcomes that improve the wellbeing of our people. To that end, it broadly supports:
 - (a) The draft ambitions and directions set out in the Draft 2030 Future State.
 - (b) The three “pillars” identified to uphold that Future State.
 - (c) The identified Goals for 2030.
 - (d) The proposal to develop a more detailed Action Plan to deliver 2030 Future State, and the initial overarching initiatives that that Plan will seek to address.
- 2.3 Tāwhaki has provided detailed feedback in relation to each of these four areas in **Appendix A**.
- 2.4 As a matter of principle, Tāwhaki considers that there are opportunities within the Strategy to better recognise and identify the ways in which Māori involvement – and the incorporation of te ao Māori more generally – within the aerospace industry, can be supported and enhanced over the short, medium and longer term. A clear plan to achieve this will:
 - (a) Contribute to honouring the rangatiratanga of Māori and our aspirations within the aerospace industry and wider eco-system;
 - (b) Ensure that the development of our people to participate and realise opportunities within this sector are a priority, that the growth of the sector and its relationship with our communities and our natural environment, appropriately reflects and benefits from te ao Māori, mātauranga Māori, and the kawa and tikanga that it encompasses; and
 - (c) Provide better opportunities for Māori to share in the social and economic benefits that will accrue from a flourishing aerospace industry.
- 2.5 To that end, while the Strategy Consultation Document acknowledges that Māori are currently an active part of the aerospace sector, the extent and nature of that participation has not, to Tāwhaki's knowledge, been the subject of specific consideration. Without a full understanding of the extent and nature of such participation to date, it is difficult to identify (and dismantle) any barriers to supporting and enhancing increased participation, and where investment is best utilised to achieve that outcome.
- 2.6 To that end, it is recommended that:

- (a) The unique influence of te ao Māori and mātauranga Māori in shaping Aotearoa's aerospace industry should be recognised as a key part of the 2030 Future State and beyond.
 - (b) A specific workstream should be established alongside, or as part of, each of the three pillars (described in Area Two) to investigate how te ao Māori and mātauranga Māori can support the strengthening of these areas, and increased participation in the aerospace industry more generally.
 - (c) The Goals for the 2030 Future State and the Action Plan are amended to:
 - (i) be informed by, and seek to reflect, te ao Māori and mātauranga Māori;
 - (ii) set clear directions that those participating in the aerospace industry in Aotearoa will build their capability in respect of mātauranga Māori concepts as they apply to the sector, and will engage meaningfully with Māori in undertaking specific projects;
 - (iii) identify a clear, robust pathway for supporting and enhancing Māori participation in all aspects of the aerospace sector – from building the capability of tamariki and rangatahi in schools (through scholarships and specifically designed education programmes) through to specific career and partnership opportunities within the industry;
- 2.7 Partnership with Māori in realising each of these aspirations and in progressing each of the four areas identified in the Strategy Consultation Document will be vital.
- 2.8 Through its work in Kaitorete and Ōtautahi, Tāwhaki has already begun its journey towards these outcomes. There is a long way to go, but we are committed to our kaupapa and excited to continue building relationships with our partners, including Wairewa Rūnanga and Te Taumutu Rūnanga, Hīkina Whakatutuki – Ministry of Business, Innovation and Employment, Te Papa Atawhai – Department of Conservation, and our friends already undertaking brilliant work within the aerospace sector.
- 2.9 In that context, Tāwhaki would welcome any opportunity to support Hīkina Whakatutuki – Ministry of Business, Innovation and Employment in the further development of the Strategy, including in implementing the initiatives that Tāwhaki has outlined above. If you have any questions about these, or would like to discuss these further, please do not hesitate to contact us.

“While we look to the sky, so must we keep our feet firmly in the whenua.”

APPENDIX A – SPECIFIC QUESTION RESPONSES

Overview of the Aerospace Strategy

- Question 1:** Do the four areas above provide the right basis for the Aerospace Strategy?
- Question 2:** What are the critical factors that you see for aerospace sector development?
- Question 3:** How would an Aerospace Strategy help you?

Please type your submission below. If applicable, please indicate the question(s) to which you are responding.

Q1. At a high level, Tāwhaki considers that the four areas detailed in the Consultation Document would “cover the field” in terms of the essential components for a robust, ambitious Aerospace Strategy for Aotearoa. As set out further below, Tāwhaki also sees opportunities to expand the direction of those areas to, *inter alia*:

- better align with mātauranga Māori;
- support the development of a highly-skilled, diverse work-force for the aerospace industry, with significantly increased representation from currently under-represented groups, including non-males, and Māori and Pacifica; and
- deliver a “fit-for-purpose” regulatory system, to be developed and overseen by appropriately resourced, dedicated public bodies – ideally with a team located in Ōtautahi, the centre of Aotearoa’s aerospace industry.

Q2. Tāwhaki considers that the following factors are critical to successful development of the aerospace sector and wider eco-system:

- Partnership with Māori in identifying, preparing and implementing actions to ensure that the sector (including the private and public “arms” of the sector):
 - better aligns with, and reflects, mātauranga Māori;
 - supports and equips more Māori to enter the aerospace workforce;
 - is aware of, and can contribute to dismantling, any barriers or opportunities to supporting increased participation of Māori in the industry and the wider value stream.
- Partnership with other currently under-represented groups, including non-males and Pacifica to also identify (and dismantle) any barriers to supporting and enhancing increased participation, and where investment is best utilised to achieve that outcome.
- Development of a “purpose-built”, streamlined legislative system to safely and efficiently regulate the development, testing and implementation of the innovative technology used within the sector. The potential shape of this is discussed in more detail in the following sections.
- Continue to invest in, and build relationships with, the international aerospace community.
- Commitment to world-leading values and sustainability, informed by mātauranga Māori, across all aerospace activities.
- Clear action plans developed in partnership between the private and public “arms” of the sector to realise the 2030 Future State.

Q3. As set out in the covering comment, Tāwhaki is already on the journey to achieve many of these outcomes as part of its kaupapa to advance Aotearoa’s aerospace industry. Those

outcomes are deeply aligned with the values and strategic pou that are guiding how Tāwhaki delivers that kaupapa, along with the healing and rejuvenation of the whenua at Kaitorete.

An Aerospace Strategy with a vision, pillars and action plan that incorporates these outcomes would therefore support Tāwhaki as a national aerospace leader that, in partnership with agencies, other Māori and other sector participants, we'll contribute to the sustainable advancement of an innovative, ambitious aerospace industry in Aotearoa.

Area One - A strategy for building our aerospace sector

- Question 4:** Is the 2030 Future State set out in a way that enables New Zealand to build on its existing advantages to develop a leading place in the global aerospace economy?
- Question 5:** Will the 2030 Future State support your ambitions for growth and participation in the sector?
- Question 6:** What barriers are there to optimising sector growth?
- Question 7:** How could the government and the sector work together to achieve the 2030 Future State?
- Question 8:** How can the Government enable Māori ambitions for the sector?

Please type your submission below. If applicable, please indicate the question(s) to which you are responding.

Q4, 5. The 2030 Future State is an opportunity to signal globally Aotearoa's commitment to building a world-leading aerospace sector focussed on partnering with, and enhancing the wellbeing of, communities and the environment in which those activities are located.

As the Consultation Document acknowledges, Aotearoa has many distinct advantages for this aspiration and for aerospace innovation to prosper, including its geography, population size and its unique indigenous history and knowledge. It is vital that the 2030 Future Strategy identifies and seeks to protect and promote these advantages in a manner that differentiates Aotearoa's sector both to:

- concentrate focus on realising the wider benefits of an enhanced sector for our people (particularly our tamariki and rangatahi) and our environment; and
- encourage international investment and market growth, and the retention of our existing industry operators many of whom are already undertaking world-leading innovation and research, and attracting significant overseas interest.

In that context, Tāwhaki recommends that the following matters are included in the 2030 Future State:

- An aerospace sector that contributes to honouring the rangatiratanga of Māori, and seeks to incorporate mātauranga Māori in all aspects of the sector.
- Clear articulation of Aotearoa's unique, value-proposition as a global aerospace leader and research and development location of choice, with distinct advantages that are recognised and realised across all areas of the system.
- World-leader in supporting the advancement and increased participation of historically under-represented groups in the industry, including non-males, Māori and Pacifica.
- Globally recognised as a leader of sustainable aerospace activities, enabled through both an innovative, fit-for-purpose regulatory scheme, and through the investment in and advancement of technologies that support or enable sustainable aerospace activities.

Q6. Optimising sector growth could be compromised by:

- Inadequate and/or outdated regulatory frameworks that do not adequately control and seek to enable aerospace activities. This is a particular challenge where, as in this sector, technology is constantly advancing and our frameworks are simply not equipped to keep pace. This can result in significant delays and costs which increase the risk that these technologies (and the potentially significant economic and social benefits they provide) will leave Aotearoa for countries that take a more streamlined regulatory approach.
 - Tāwhaki has begun investigating opportunities to improve these frameworks, and would welcome the opportunity to discuss this further with the Ministry.
- Shortfall in a domestic pipeline of highly-skilled workers spanning different ethnicities, cultural backgrounds and genders across all career stages within the sector.
 - Tāwhaki has also begun considering how it can build capability within our own communities in order to help address this shortfall. Again, it would welcome the opportunity to discuss how this could be achieved at a national level.

Q7. We've addressed a number of ways in which the public and private 'arms' of the aerospace sector can work together to achieve the 2030 Future State. Adding to that, Tāwhaki recommends that consideration is given to:

- Expansion of existing initiatives (including Tāwhaki) which already have industry experience and relationships (including within the international community) to coordinate and help facilitate aerospace activities, including through the development of the Strategy and supporting regulatory frameworks.

- Facilitation and funding the establishment of taskforces (comprising representatives from the sector, Māori and wider eco-system) to investigate elements/opportunities of the 2030 Future State.

Q8. The opportunities to partner with Māori in the development of this Strategy and the growth and development of the sector more generally are outlined in the covering submission.

Area Two - Building strong foundations (Three Pillars)

Question 9: What do you think of the Three Pillars and do you think they will support the 2030 Future State?

Question 10: What else would you like to see in the Three Pillars?

Question 11: What actions and initiatives could the sector focus on to support the Three Pillars?

Please type your submission below. If applicable, please indicate the question(s) to which you are responding.

Q9, 10 and 11. Tāwhaki agrees that strengthening of three identified pillars will be critical to the successful delivery of the 2030 Future State. It does however see opportunities to refine those pillars so that they more clearly and succinctly:

- highlight those distinct advantages that would support Aotearoa as a global aerospace leader and preferred research and development location;
- describe how those advantages will be protected and enhanced in order to realise the 2030 Future State, and its specific goals; and
- prioritise outcomes relating to improved diversity and capability, sustainability and innovative regulation.

Collaboration between all areas of the aerospace sector (commercial, education, government), Māori and other communities will be essential to achieving the aspirations of the 2030 Future State.

Area Three - Goals for 2030

Question 12: What do you think of the Goals for 2030?

Question 13: Are the goals framed in a way that will enable New Zealand to build on its strengths and comparative advantages to achieve the 2030 Future State?

Question 14: What activities and milestones can help us achieve these Goals?

Question 15: Where do you see yourself in realising these Goals?

Please type your submission below. If applicable, please indicate the question(s) to which you are responding.

Q 12, 13

Tāwhaki agrees that the Goals for 2030 will help to advance Aotearoa's aerospace sector. Like the pillars, Tāwhaki considers that there are opportunities for further refinements to the goals to ensure they appropriately capture Aotearoa's competitive advantages and it would welcome the opportunity to work with the Ministry on these.

Tāwhaki considers that as part of these goals, there should also be a focus on sustainable space access through, for example:

- Government incentives to encourage sustainable space access in the short term, and develop a phased regulatory approach for compulsory sustainable space access from Aotearoa for the medium term);
- A medium-term focus on supporting sustainability developments in propellants.

Q14. Activities and milestones

Some examples of these activities have been provided in response to other questions in this submission.

More broadly, Tāwhaki considers that the roadmaps to achieve the visions under each Goal, including action plans with milestones, would be best developed in partnership between the sector participants, Government, Māori and interested groups. As set out above, each goal will require specialised working groups, and should also include organisations or community groups that have an interest or expertise in the focus area of the goal.

Q15. Where does Tāwhaki see itself in realising these goals?

As set out in the covering submission, Tāwhaki is uniquely placed to play an active or supporting role with the Ministry in the development of the Strategy and in its implementation over the coming years, including the facilitating and helping to build relationships between Government, industry participants and the wider eco-system.

Area Four - Pathway to the 2030 Future State

Question 16: What policies, ideas, actions, and/or initiatives would you like to see in the Action Plan to help achieve the ambitious 2030 Future State?

Question 17: What would be the benefits of these actions and how would they help grow the New Zealand aerospace sector?

Question 18: How would you like to be involved in the delivery of the Aerospace Strategy?

Please type your submission below. If applicable, please indicate the question(s) to which you are responding.

Q16, 17. Action Plan development and benefits

It is considered that the Roadmaps to achieve the visions under each Goal (including the action plans with milestones) would significantly benefit a co-development process contributed to by Māori, the sector, wider eco-system, and government representatives. By developing specialised working groups for each goal and including organisations or community groups that have an interest or expertise in the focus area of the goal), the roadmaps will provide a specific, targeted pathway that defines how success will be measured and what benefits are expected to accrue.

In addition to Action Plans for Goals, it is considered that each of the **Pillars** would benefit from having **specific objectives and work programmes** developed to achieve them, together with a clear understanding of how progress will be measured and reported. It is our view that all pillars should have a **'current state' assessment** conducted and publicly reported, to enable targeted development of work programmes and transparent measurement of progress.

Q18. Involvement in Aerospace Strategy

As a Māori led entity actively involved in the Aerospace industry, Tāwhaki has a unique role to play in supporting the development of an Aerospace Strategy for Aotearoa. We have the skill, expertise and vision to support the Ministry throughout all parts of the process, beginning with co-development of Roadmaps for Goals.