



COVERSHEET

Minister	Hon Carmel Sepuloni	Portfolio	Social Development and Employment
Title of Cabinet paper	Annual Report-back and Refresh of the Employment Strategy	Date to be published	27 February 2023

List of documents that have been proactively released		
Date	Title	Author
November 2022	Annual Report-back and Refresh of the Employment Strategy	Office of the Minister for Social Development and Employment
November 2022	Annex 1: Employment Strategy Framework	MBIE
November 2022	Annex 2: Employment Strategy Initiatives	MBIE
23 November 2022	The Employment Strategy: Annual Report Back and Refresh SWC-22-MIN-0220 Minute	Cabinet Office

Information redacted

YES

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Some information has been withheld for the reason of Confidential advice to Government.

In confidence

Office of the Minister for Social Development and Employment
Cabinet Social Wellbeing Committee

Annual Report-back and Refresh of the Employment Strategy

Proposal

- 1 This paper:
 - 1.1 provides a progress update on the all-of-government Employment Strategy (the Strategy); and
 - 1.2 sets out the refresh to the Strategy which retains the broad framework but clarifies the vision, purpose, objectives and outcomes of the Strategy. The refresh also introduces progress indicators to monitor the Strategy.

Relation to government priorities

- 2 The Strategy contributes to the government's vision for a productive, sustainable and inclusive economy. The Strategy supports and guides a number of other key pieces of work that support the labour market including the seven Employment Action Plans and the Employment, Education and Training (EET) work.
- 3 The refreshed Strategy does not propose major changes to the way the Strategy operates and will continue to support the Government's economic objectives of lifting wages, increasing skills and improving economic security.

Executive Summary

- 4 The Strategy is currently articulated in a document that was released in 2019. Since then, the labour market context has shifted, and significant progress has been made in Government workstreams supporting the Strategy's objectives. It is appropriate to move to a more enduring framework with greater emphasis on implementation and monitoring. There are some minor adjustments we can make within the current framework to improve clarity and streamline its operation.
- 5 Since the release of the Strategy in 2019, the labour market has weathered the ongoing effects of COVID-19, which has posed several challenges and provided some new opportunities.
- 6 To date, the Government has progressed substantial pieces of work supporting the objectives of the Strategy including: the release of the seven Employment Action Plans; progress on the Reform of Vocational Education; the release of the 15 Regional Workforce Plans; the establishment of the Workforce Development Councils; the first substantial phase of the Active

Labour Market Programmes Review; Cabinet's agreement to the Ministry of Social Development's (MSD) role in providing employment services; progress on the design of the New Zealand Income Insurance Scheme; work under the Immigration Rebalance; and the passing of the Fair Pay Agreements Act.

- 7 The overall Strategy framework remains fit for purpose. There are, however, three areas where there are opportunities to streamline the Strategy and place greater emphasis on implementation and monitoring:
 - 7.1 The Strategy's framework, including its vision and purpose, could be made more enduring, clearer and easier to engage with.
 - 7.2 The initiatives under the Strategy have been refreshed to ensure all the key workstreams that contribute to the achievement of the Strategy's outcomes are captured.
 - 7.3 A monitoring framework will be established to track progress towards the Strategy's objectives that brings together key labour market indicators and allows for the tracking of long-term trends.

The Strategy's vision, purpose and objectives

- 8 I propose to include a vision statement to provide an overarching goal for the Strategy: "All New Zealanders can participate in employment with opportunities to fulfil their needs and aspirations".
- 9 The vision recognises the importance of work to the lives of New Zealanders contributing to the physical, mental, cultural and financial wellbeing of them and their families. It also recognises the importance for all New Zealanders to have opportunities to participate in employment.
- 10 The refreshed Strategy makes minor changes to the current objectives. The current *changing nature of work* objective is now reflected throughout the four remaining objectives to demonstrate how integral this is to all aspects of successful employment and labour markets.
- 11 The objectives are also reframed to focus more directly on the outcomes each objective seeks to achieve and reduce overlaps and allow for a more robust monitoring of the Strategy's progress.

Monitoring the Strategy's progress

- 12 As is currently the case, the progress of the Strategy will be monitored primarily through my annual report-back to Cabinet. However, I am proposing a new monitoring framework to better track progress.
- 13 I am proposing to include two documents, one to collate the work our Government has in place that contributes to the achievement of the Strategy's outcomes and one to monitor the objectives and to track progress on key indicators.

- 14 The indicators have been selected in consultation with relevant agencies and aim to track long-term trends in the labour market to establish a high-level picture of how it is performing. It complements the pre-existing monitoring and evaluation approaches that exist within Strategy initiatives.
- 15 These documents will assist in providing Cabinet ongoing information on the work underway to support the Strategy and information on the long-term labour market trends, which will assist future decision-making by the Government and relevant stakeholders.

Background

- 16 The Strategy was launched in 2019 and provides an overarching framework to provide direction to ensure that government initiatives and programmes contribute to a well-functioning labour market. The purpose of the Strategy is to improve the employment outcomes for all New Zealanders.
- 17 The Strategy takes an all-of-government approach because so many factors affect people's ability to participate in work and experience good employment outcomes. Where possible, Government's work should be in partnership with iwi and hapū/Māori, industry and regional representatives, businesses, workers and their representatives, and communities.
- 18 There is significant work underway that supports the objectives of the Strategy. In 2021, Cabinet agreed to annual reporting on the progress being made under the Strategy [SWC-21-MIN-0159 refers].

The current labour market context

- 19 The labour market context has changed since the Strategy was published which has resulted in this opportunity to refresh the framework and ensure it reflects the current context.
- 20 The most significant change in circumstances flow from the responses to the COVID-19 pandemic. COVID-19 posed, and still poses, significant challenges to the labour market and was the catalyst for a number of policies that have had an effect on the demand, supply and matching of labour.
- 21 The pandemic has also revealed new opportunities. For example, new ways of working, such as hybrid working, and the use of flexible work have become more noticeable.
- 22 The labour market has continued to tighten and is expected to remain relatively tight at least in the short-term. Employers perceive a range of reasons for the current labour and skills shortages including the recovery from COVID-19, changes in workers' preferences and choices, tightening of the immigration settings and an outflow of workers due to the reopening of the border.
- 23 More recently, the rising cost of living and labour scarcity has put upward pressure on wages which have been rising at the highest rates since 2009.

- 24 Over the long-term, New Zealand's labour market has been strong in generating jobs and skilled workers (on average). Since the last Strategy update, the labour market has returned to pre-COVID trends including improving trends for priority population groups. However, disparities for certain demographics persist.

Progress has been made on Government workstreams

- 25 The objectives of the Strategy are supported by significant workstreams across Government. The government has achieved a number of key milestones since the last Employment Strategy update, including:
- 25.1 **The seven Employment Action Plans have been released and are being implemented.** Delivering a suite of actions to support improved labour market outcomes for key population groups. To date, more than three quarters of the actions in the action plans are completed or underway.
 - 25.2 **The Reform of Vocational Education (RoVE) has created a new tertiary education system to better serve learners, employers, iwi and regions.** RoVE has created Te Pūkenga as a national network of vocational education and training, Workforce Development Councils (WDCs) to bring industry's voice in and Regional Skills Leadership Groups (RSLGs) to articulate regional needs. Most importantly, the system is equipped to be inclusive and equitable to all learners, providing equal opportunity for success.
 - 25.3 **The 15 RSLGs have completed their first Regional Workforce Plans.** Each plan is unique to its region and sets out regional aspirations, priorities and actions for current and future regional workforce skills development.
 - 25.4 **The WDCs have been established and are working to give industries greater leadership and influence across vocational education.** From 2023 onward, the WDCs will increase their industry engagement and will focus on the review and development of qualifications to help shape the curriculum for vocational education.
 - 25.5 **The first substantial phase of the Active Labour Market Programmes (ALMP) Review has been completed.** There are a significant number of pre-existing ALMPs. The review looks to the future of ALMPs and has identified gaps in meeting the needs of people who are disadvantaged in the labour market now and in the future. It has also developed options to meet those gaps. Three strands of work have emerged as a result, centred on disabled people and people with health conditions, displaced workers (both economically or because of a health condition or disability), and the use of Investment Principles to guide the monitoring and evaluation of ALMPs. This work continues to progress.

- 25.6 **Cabinet has confirmed MSD's lead role in supporting people at risk of poor labour market outcomes into sustainable and meaningful work.** This includes prioritising MSD's employment services to provide a level of service proportionate to people's needs with a focus on those who most need support, whether on benefit or not. This reflects the Government's commitment to overhaul the welfare system and supports the Strategy's objective to promote inclusive work, aligning with changes to MSD's investment priorities and ongoing service model improvements.
- 25.7 **Cabinet has agreed to proceed with the New Zealand Income Insurance Scheme and the detailed design of the scheme.** Work is underway to develop a draft New Zealand Income Insurance Bill with the intention to be introduced in February 2023.
- 25.8 **The implementation of changes to immigration settings are underway.** Changes to the Accredited Employer Work Visa, international student visa settings and a Green List Straight to Residence pathway have been implemented. Decisions have also been made on sector agreements; a Green List Work to Residence pathway; a Highly Paid Residence pathway; changes to partner work rights; and accreditation for a broader set of employers; all for implementation over 2022 and 2023. A final element of the Immigration Rebalance, changes to the Skilled Migrant Category, is out for consultation prior to Cabinet decisions in early 2023 and implementation in mid-2023.
- 25.9 **The Fair Pay Agreements Act has been passed.** The Fair Pay Agreements system will bring together employers and unions within a sector to bargain for minimum terms and conditions for all employees in that industry or occupation. Applications to initiate bargaining can be made from 1 December 2022.
- 26 These milestones are not a full assessment of the work that is underway but underscore the significant amount of work that has been progressed since the release of the Strategy. It also highlights that significant work is planned for 2023 and beyond.

Refreshing the Employment Strategy

- 27 The Strategy was released in 2019 and sets out Government actions for 2019-2022. It is timely to refresh the Strategy, to ensure it remains fit for purpose and continues to reflect the priorities of the government.
- 28 I consider that the overall framework remains fit for purpose. The elements of the Strategy support a high performing labour market and continue to reflect the government's priorities for the labour market. The proposed refresh, therefore, does not make substantive changes to the framework and instead focuses on a light-touch streamlining and updating of the Strategy.

- 29 There are three areas I propose to update to ensure a more enduring framework with greater emphasis on implementation and monitoring:
- 29.1 The Strategy's framework, including its vision and purpose, have been clarified to ensure that they are enduring, clear and easy to engage with.
 - 29.2 The initiatives under the Strategy have been refreshed to reflect the significant progress that has been made since the release of the Strategy and to reflect new workstreams that contribute to the achievement of the Strategy's outcomes.
 - 29.3 A monitoring framework will be established to track progress towards the Strategy's objectives. Key labour market indicators will allow for the tracking of long-term trends that influence the objectives of the Strategy.
- 30 The refreshed Strategy (included in Annex One) sets out the vision, objectives and purpose with some minor tweaks to improve the operation of the Strategy. It is intended to be enduring and not require major revisions over time. The refreshed Strategy is supported by tracking of key progress indicators and workstreams.

Changes to the Strategy's framework, vision and purpose

- 31 The refreshed Strategy provides a light-touch update to clearly articulate the Government's vision for the labour market, key objectives to support this vision, expected outcomes and indicators to track progress.

The vision of the Strategy is made clearer

- 32 The proposed framework includes a clearer vision statement as the overarching goal of the Strategy: "All New Zealanders can participate in employment with opportunities to fulfil their needs and aspirations".
- 33 This vision recognises the importance of work to the lives of New Zealanders contributing to the physical, mental, cultural and financial wellbeing of them and their families. It also recognises the importance for all New Zealanders to have opportunities to participate.
- 34 In achieving the vision of the Strategy, it is important the government continues to work with a wide range of parties, including iwi and hapū/Māori, businesses, industry and regional representatives, workers and their representatives, and communities. This expectation has been retained and highlighted.

The objectives are streamlined and reoriented towards outcomes

- 35 The proposed refreshed Strategy has four objectives. These largely reflect the current five objectives in the Strategy although the old 'changing nature of work' objective is now reflected throughout the four new objectives to

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demonstrate how integral this is to all aspects of successful employment and labour markets.

- 36 The refreshed objectives provide a simple categorisation that focuses more directly on the outcomes each objective seeks to achieve and reduces overlaps between the objectives.

Refreshed Objective	Current Objective	Comment
Skilled workers: Build a skilled workforce so workers have the skills they need to fulfil their career aspirations.	Building a skilled workforce that meets business needs and engages in lifelong learning	The objective retains a focus on building a skilled workforce by ensuring the education, immigration and welfare systems meet current and future business needs.
Thriving industries and regions: Support thriving industries and regions so businesses can create more jobs and people can work where they choose.	Supporting provincial New Zealand and industries to be successful	<p>This objective recognises that many people, particularly Māori, have strong economic, cultural and social ties to their regions. Supporting regional and industry job growth is a key part of realising the potential of all people in all parts of the country.</p> <p>It focuses on providing institutions and programmes that connect industries and regions with the education, immigration and welfare systems. This work will be with iwi/Māori, sector organisations, unions, businesses and community groups.</p>
Inclusive work: Promote inclusive work so everyone has opportunities to participate in meaningful and fulfilling work.	Supporting a more inclusive labour market.	It focuses on working with communities to deliver or fund services that create equitable outcomes for all. Services will be designed in ways that enhance self-determination, are evidence-based, tailored and responsive to

		individual, whānau, community, and industry circumstances.
Responsive workplaces: Support workplaces to respond to the changing world of work and to provide healthy, safe and productive jobs with opportunities for workers to progress.	Responding to the changing nature of work in an equitable way and Working with industry to ensure workplaces are modern and provide decent work for a decent wage	The proposed objective would retain a focus on supporting workplaces to provide all workers with healthy, safe, and productive work and opportunities to maximise their potential. It also recognises that workplaces need to be responsive to the challenges and opportunities from the changing world of work.

37 Finally, the framework identifies, the outcomes that each objective seeks to realise and the indicators we will use to monitor progress on achieving these.

Updating the initiatives supporting the Strategy

38 In addition to the Employment Strategy, I have attached a document showing the breadth of work that our Government has in place that contributes to the Strategy’s outcomes and objectives.

39 This work has been split into two categories:

39.1 The ‘key initiatives’ are the priority workstreams the government is focusing on. These are made up of cross-portfolio work programmes that will have system-level impacts; major reforms of the employment, education and training systems; and initiatives which will make a significant contribution to achieving the Strategy’s objectives and are not already reported on under another key government strategy.

39.2 The ‘other initiatives’ demonstrate the breadth of work that is going on across government. Many of these initiatives are business-as-usual work programmes or are key actions under other government strategies.

40 The annual updates on the Strategy will focus on the progress being made on key initiatives, such as the Employment Action Plans. Other initiatives may also have updates provided to show key areas of progress or milestones.

41 The current list of initiatives is set out in Annex Two.

Establish a monitoring framework

- 42 The final element of this proposal is a framework of key indicators to track progress in achieving the objectives of the Employment Strategy.
- 43 Key indicators, as identified in the Strategy framework, will provide a temperature check of how the labour market is performing. They will be tracked and updated as part of my annual report-back to Cabinet, with the first update in my next report-back. This reporting will allow progress on the objectives and their outcomes to be monitored and potentially for new areas of focus to be identified.
- 44 The monitoring framework complements the existing monitoring and evaluation approaches that of the individual Strategy initiatives. For example, the Employment Action Plans generate monitoring dashboards that provide further detail in relation to key population groups and individual actions in these plans have developed evaluation approaches where applicable to assess what initiatives are working and which need to be stopped or redirected.
- 45 The indicators have been selected in consultation with relevant agencies and aim to track long-term trends in the labour market to establish a high-level picture of how it is performing. New indicators may be added as robust data sources become available.

Financial Implications

- 46 There are no financial implications resulting directly from this paper.

Legislative Implications

- 47 There are no legislative implications.

Impact Analysis

- 48 The proposal does not involve regulatory impacts.

Population Implications

- 49 The Strategy highlights the need to improve the labour market outcomes for parts of the population that have experienced persistently poor outcomes in the labour market. This is reflected through the seven Employment Action Plans which provide tailored approaches to addressing disparities in key population groups (Youth; Disabled people; Māori; Former Refugees, Recent Migrant and Ethnic Communities; Older Workers; Pacific Peoples; and Women). Ensuring the labour market is inclusive to all New Zealanders is a key objective of the Employment Strategy. These action plans have been developed in partnership with the communities they are designed to support.

Human Rights

- 50 The proposals in this paper are consistent with the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.

Consultation

- 51 The following agencies have been consulted on this paper. Ministry of Business, Innovation and Employment; Ministry of Social Development; Ministry of Education; Oranga Tamariki; Office for Seniors; Office for Disability Issues - Whaikaha - Ministry of Disabled People; Manatū Wāhine Ministry for Women; Te Puni Kōkiri; Ministry for Pacific Peoples; Department of Prime Minister and Cabinet (Policy Advisory Group); Tertiary Education Commission; Ministry of Youth Development; Ministry for Ethnic Communities; Public Service Commission; Ministry of Primary Industries; Ministry for Culture and Heritage; Ministry of Health; and the Treasury.

Proactive Release

- 52 I intend to release this Cabinet paper on the Ministry of Business, Innovation and Employment website when the Strategy is published.

Recommendations

The Minister for Social Development and Employment recommends that the Committee:

- 1 note that on 20 October 2021 Cabinet agreed to change the reporting on the Employment Strategy to a yearly basis [SWC-21-MIN-0159];
- 2 note that significant progress has been made on workstreams under the Employment Strategy including: the release of the seven Employment Action Plans; progress on the Reform of Vocational Education; the release of the 15 Regional Workforce Plans; the establishment of the Workforce Development Councils; the first substantial phase of the Active Labour Market Programmes Review; Cabinet's agreement to Ministry of Social Development's role in providing employment services; progress on the design of the New Zealand Income Insurance Scheme; work under the Immigration Rebalance; and the passing of the Fair Pay Agreements Act;
- 3 note that minor changes are proposed to the Strategy to provide a more enduring framework with greater emphasis on implementation and monitoring;
- 4 agree to the proposed refresh of the Employment Strategy;
- 5 note that the vision of the refreshed strategy is "All New Zealanders can participate in employment with opportunities to fulfil their needs and aspirations";
- 6 note that the four objectives of the Strategy are:

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- 6.1 Skilled workers: Build a skilled workforce so workers have the skills they need to fulfil their career aspirations.
 - 6.2 Thriving industries and regions: Support thriving industries and regions so businesses can create more jobs and people can work where they choose.
 - 6.3 Responsive workplaces: Support workplaces to respond to the changing world of work and to provide healthy, safe, and productive jobs with opportunities for workers to progress.
 - 6.4 Inclusive work: Promote inclusive work so everyone has access to opportunities to participate in meaningful and fulfilling work;
- 7 note that key labour market indicators have been identified, which will be used to track progress in achieving these outcomes;
 - 8 authorise the Minister for Social Development and Employment to publish the Employment Strategy and make minor editorial changes to the Strategy prior to publication;
 - 9 note that the Minister for Social Development and Employment will continue to report annually on the progress of the Strategy;
 - 10 note the Minister for Social Development and Employment's intention to publish the new Strategy framework.

Authorised for lodgement

Hon Carmel Sepuloni

Minister for Social Development and Employment

Aotearoa New Zealand's Employment Strategy

Our Vision:

All New Zealanders can participate in employment with opportunities to fulfil their needs and aspirations.

Work is an important part of our lives generating lifetime and intergenerational benefits. It contributes to the physical, mental, cultural and financial wellbeing of workers and their families. Work provides people with opportunities to use, develop and pass on their skills and knowledge. It creates a sense of purpose, helps build social connections and networks and has a positive impact on people's physical and mental health. Well-functioning labour markets are necessary for our economic growth and standard of living. They support businesses to find workers with the skills that the business needs to grow and create new jobs. They support workers to find work and move to jobs with opportunities to fulfil their goals.

Work to achieve the Strategy's vision is underpinned by Te Tiriti principles of rangatiratanga, equity, active protection, options and partnership.

Purpose of the Strategy

The Employment Strategy provides direction to ensure government initiatives and programmes contribute to a well-functioning labour market. The purpose of the Strategy is to improve the employment outcomes of all New Zealanders. It is intended to help guide government work programmes across the employment, education and training system. The framework can be used as a tool for analysis to identify gaps and opportunities for new initiatives and the trade-offs between different policy options.

The Strategy takes an all-of-government approach because many factors impact on people's ability to participate in work and experience positive employment outcomes. A range of initiatives from across government contribute to achieving the Strategy's vision. Underpinning the Strategy are seven employment action plans focused on groups of people who consistently experience poor employment outcomes: young people, disabled people, Māori, Pacific peoples, women, older workers, and former refugees, recent migrants and ethnic communities. The employment action plans recognise their different experiences by identifying tailored actions to remove barriers and lift employment outcomes.

While the Strategy is focused on government work programmes, where possible, this work should be done in partnership with iwi and hapū/Māori, industry and regional representatives, businesses, workers and their representatives, and communities.

The Employment Strategy is one of several government strategies that contribute to improved labour market outcomes and grow Aotearoa New Zealand. Other related strategies include:

Economic Plan	He Kai Kei Aku Ringa: The Crown-Māori economic growth partnership	Industry Strategy, including industry transformation plans Ministry of Ethnic Communities Strategy 2022	Māori Economic Resilience Strategy	Statement of National Education and Learning priorities Tertiary Education Strategy	Ka hikitia – ka hāpaitia: the Māori Education Strategy	Action Plan for Pacific Education	New Zealand Carers' Strategy
New Zealand Disability Strategy	Better Later Life – He Oranga Kaumātua Strategy		Enabling Good Lives	Wāhine – E rere ana ki te pae hou: Women's Strategy 2021-2025	Equitable Transitions Strategy	Pacific Wellbeing Strategy	Digital Strategy for Aotearoa

What we want to achieve (objectives)	Skilled workers Build a skilled workforce so workers have the skills they need to achieve their career aspirations.	Thriving industries and regions Support thriving industries and regions so businesses can create more jobs and people can work where they choose.	Responsive workplaces Support workplaces to respond to the changing world of work and to provide healthy, safe and productive jobs with opportunities for workers to progress.	Inclusive work Promote inclusive work so everyone has opportunities to participate in meaningful and fulfilling work.
Why this objective is important	To choose and follow their desired career pathways, workers need quality information about current and future job opportunities. Workers need access to the qualifications and skills that are sought by businesses. Lifelong learning enables people to maintain and build their skills helping them be productive and adaptable in the face of change. The better skilled our workforce, the more prosperous our communities will be. Investment in skills benefits workers, their families, employers and our wider society. It helps to reduce inequities by increasing workers' resilience and expanding the opportunities available to them.	Many people, particularly Māori, have strong economic, cultural and social ties to their regions. Supporting our regions and industries to thrive and create jobs is a key part of realising the potential of all people in all parts of the country. Productive and resilient regions, industries and firms deliver high quality products and services that contribute to the economy and higher living standards.	Workplaces that are responsive to their workers have higher engagement, productivity and job satisfaction. They provide clear career pathways with development opportunities. Workers' skills and knowledge are well-matched to the work they do. Successful workplaces are healthy and safe, and support work-life balance and different working arrangements. They go beyond minimum employment standards. Successful workplaces are also prepared for the future and respond to the trends changing the nature of work – globalisation, climate change, technological progress and demographic shifts.	Everyone should be able to participate in meaningful and fulfilling work irrespective of their ethnicity, gender, age, sexual orientation, health conditions, disabilities or any other personal characteristics. We acknowledge that some groups need additional support to achieve better employment outcomes. This requires system-wide change as well as within individual workplaces to be inclusive, embrace diversity and be free from discrimination and bias. We need to work together to address longstanding disadvantage, stereotypes and prejudices.

	Skilled workers	Thriving industries and regions	Responsive workplaces	Inclusive work
How the government will contribute to this objective	We will ensure the education, immigration and welfare systems work together to meet the current and future skills needs of workers and businesses.	We will provide institutions and programmes that connect industries and regions with the education, immigration and welfare systems. To do this we will work with iwi/Māori, sector organisations, unions, businesses and community groups.	We will support workplaces to provide all workers with quality work with opportunities to maximise their potential. We will protect workers from exploitative work and enforce minimum standards.	We will work with our communities to deliver or fund services, which cater for different ethnicities and cultures, to support equitable outcomes for all. Services will be designed in ways that enhance self-determination, based on evidence of what works, and be tailored and responsive to individual, whānau, community and industry circumstances.
What success will look like (outcomes)	<p>Workers:</p> <ul style="list-style-type: none"> › have strong foundation skills, including technical literacy › have access to quality careers pathway advice › have educational pathways that provide the skills needed to participate in a changing world of work, including problem-solving, creativity, agility and adaptability › engage in lifelong learning with opportunities to train and work at the same time › have opportunities to retrain. <p>Businesses:</p> <ul style="list-style-type: none"> › understand the skills they will need in the future › understand the benefits of investing in training › know how and where they can access training › invest in local workers. 	<p>Workers:</p> <ul style="list-style-type: none"> › have access to good information about the employment opportunities in their region and industry › have access to good employment in their region and industry › are able to access relevant and quality education and training. <p>Businesses:</p> <ul style="list-style-type: none"> › engage with the tertiary education sector and industry bodies to convey their skills needs › have the workforce and skills planning capability and information they need to invest in the future › create jobs leading to sustainable economic growth › have the skilled workers they need to take advantage of technological advancements › diversify and shift into higher value, more productive, and more knowledge intensive activities › lower their environmental impact and shift to a more sustainable use of energy and resources › partner with others to develop agreed strategies and interventions to support workforce planning, upskilling and transitions to respond to the changing nature of work. 	<p>Workers:</p> <ul style="list-style-type: none"> › are able to combine work, care and social responsibilities without being disadvantaged › have employment terms and conditions that reflect their skills, qualifications and experience and the contribution they make › are protected from exploitation › have opportunities to upskill at work, so they're able to move up the ladder in their career, make effective contributions to their workplace, and change occupations if they choose to. <p>Businesses:</p> <ul style="list-style-type: none"> › invest in workforce planning, upskilling and developing career pathways for their workers › place workers in jobs that best match their skills and abilities › have positive, healthy workplace cultures › continuously work to lift their management capability › keep workers safe from harm, including from bullying and harassment › compete on productivity and innovation rather than low wages. 	<p>Workers:</p> <ul style="list-style-type: none"> › have equal access to employment opportunities › do not experience discrimination in the workplace › are supported to fulfil their employment aspirations and are able to access rehabilitation and/or re-training when disability or health conditions impact on how they participate in the labour market › see reduced disparities in employment outcomes between different demographic groups and communities. <p>Businesses:</p> <ul style="list-style-type: none"> › are confident about employing people from diverse backgrounds and understand the advantages of a diverse workplace › promote diversity through inclusive recruitment and retention strategies › have diversity at all levels › know where to go for support from the government (including resources and funding) to create inclusive and accessible workplaces › know how to accommodate diverse workplace requirements, including for disabled people and people with caring responsibilities.

How we will monitor the Strategy

Each year we will track progress of some key labour market indicators. These indicators will provide a temperature check on how the labour market is performing and may identify where further work is required. The indicators have been identified because they measure long-term trends and support ongoing monitoring. They are based on data sources currently available. New indicators may be added as robust data sources become available. These indicators should be considered alongside the monitoring dashboards for the seven employment action plans. These dashboards include more detailed breakdowns of key labour market statistics for the groups of people they are focused on.

- Qualifications held by our workforce
- Underutilisation in the labour force
- Regional GDP per capita
- People's participation in vocational education and training
- Regional job growth
- Hourly wages
- People combining work with formal education
- Job growth for different industries
- Diversity in public service employment
- Regional participation in the labour market
- Employees' perceptions of job security
- People's experiences of discrimination at work
- People's participation in the labour force
- Growth in labour productivity
- Work-related health and safety

Initiatives supporting the Employment Strategy as at October 2022

The Employment Strategy provides direction to ensure government initiatives and programmes contribute to a well-functioning labour market. It is intended to help guide government work programmes across the employment, education and training (EET) system. The framework can be used as a tool for analysis to identify gaps and opportunities for new initiatives and the trade-offs between different policy options. This paper demonstrates the breadth of initiatives supporting the Strategy. Initiatives which are also related to actions in one or more employment action plan are marked with an asterisk.

The key initiatives the government is currently focusing on are set out below. Progress on these initiatives will be included in the annual report-back to Cabinet on the Strategy.

	Key initiatives	Outcomes		Lead agency
		What outcome does this initiative contribute to?	How does it contribute to this outcome?	
Cross-strategy initiatives	Te Mahere Whai Mahi Māori, Māori Employment Action Plan: Over 2022-2023, work under te Whai Mahi will focus on the implementation of the immediate actions identified in the action plan and monitoring progress on these actions. Development and implementation of the medium-term actions is expected to commence from 2024.	Contributes to all outcomes in the Employment Strategy.	Te Whai Mahi identifies actions to remove barriers and create opportunities for Māori to exercise rangatiratanga to create intergenerational wellbeing through work. Priority groups include rangatahi Māori, tāngata whaikaha Māori, wāhine Māori, takatāpui Māori and older Māori workers. The immediate actions include identifying how the EET system can be more effective for Māori, building stronger pathways for wāhine Māori entrepreneurs and accelerate iwi, hapū and Māori leadership of future growth industries.	MBIE
	Youth Employment Action Plan: was released in August 2019 and continues to focus on the implementation of its 28 actions, as well as the monitoring and evaluation of completed actions. Many of the actions within the plan report positive outcomes, however other actions are long-term pieces of work and it will take time to see progress.	Contributes to all outcomes in the Employment Strategy.	The Youth Employment Action Plan has 28 actions that work towards improving EET outcomes for young people. Actions within the plan have been developed for three focus areas, which include: preventing young people from falling into unemployment and/or non-participation in education; supporting young people to make informed choices and good transitions; and ensuring young people have employment opportunities and access to the supports they need to overcome barriers.	MBIE
	Working Matters: Disability Employment Action Plan: sets out initial actions for 2020 to 2022. As it is a living plan, further actions continue to be added as work evolves. Work is documented through six-monthly reporting and monitoring dashboards.	Contributes to all outcomes in the Employment Strategy.	Working Matters identifies actions to improve access to EET opportunities for disabled people and people with health conditions. Actions are focused on supporting disabled people (in the context of their families and communities) who want to prepare for, find and retain work. Actions also include a focus on working with employers and government to reduce barriers to labour market participation for disabled people and promote a more inclusive labour market.	MSD
	Pacific Employment Action Plan: Over 2022-23, work under the Pacific Employment Action Plan will continue to deliver expanded culturally specific services, while further scoping key priority actions across labour market agencies for implementation in following years.	Contributes to all outcomes in the Employment Strategy.	The Pacific Employment Action Plan identifies actions reflecting key streams of ongoing government activity that contribute to improved employment outcomes for Pacific communities including Pacific women, Pacific youth, Pacific disabled people and Pacific rainbow+. It also identifies key objectives and priority actions that will improve the delivery of employment outcomes for Pacific communities, particularly through increased commissioning of culturally relevant services and growing stronger partnerships and engagement with Pacific communities across the EET system.	MPP
	Older Workers Employment Action Plan (OWEAP): Work over the rest of 2022 will focus on forming and agreeing on implementation milestones with the Minister for Seniors and completing implementation-ready actions. Progress will be monitored through the OWEAP status update table provided quarterly to the Minister for Seniors.	Contributes to all outcomes in the Employment Strategy.	The Older Workers Employment Action Plan encompasses those aged 50 and over and identifies opportunities to ensure that older New Zealanders who want or need to work can find sustainable employment that fulfils their needs and aspirations and contributes to their overall wellbeing. This action plan's focus is on older people at risk of poor labour market outcomes. Many of the actions will support older workers who face compounding barriers in the labour market, including Māori, women, Pacific people, disabled people, former refugees, recent migrants and ethnic communities.	MSD

	Key initiatives	Outcomes		Lead agency
		What outcome does this initiative contribute to?	How does it contribute to this outcome?	
	Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan: Twelve of the 22 actions in the plan are already completed or established. Over the next 12 months, we aim to work on those outstanding actions that will positively impact ethnic communities, including cross-agency work to reduce ethnic pay gaps, and to understand and support employment needs and aspirations of ethnic communities.	Contributes to all outcomes in the Employment Strategy.	This Action Plan is a tangible step by this Government to lift employment outcomes for former refugees, recent migrants and ethnic communities, and to support a thriving and resilient economy. The 22 initiatives in this Action Plan bring together current and planned programmes of work to help community members to develop their skills, get into work, and have fulfilling careers. In addition to these 22 initiatives, officials are working with relevant agencies, such as working to deliver better outcomes for ethnic women.	MEC
	Te Mahere Whai Mahi Wāhine, Women's Employment Action Plan: will deliver a set of actions to improve the employment pathways for women who are marginalised in the labour market, particularly wāhine Māori, Pacific women, young and older women, disabled women, women who are former refugees and recent migrants, and LGBTQIA+. It will include regular monitoring through the development of an implementation plan and monitoring framework to measure progress and identify further barriers to employment.	Contributes to all outcomes in the Employment Strategy.	Te Mahere Whai Mahi Wāhine provides a roadmap of actions toward a better future for women's employment, particularly wāhine Māori, Pacific women, young and older women, disabled women, women who are former refugees and migrants, and LGBTQIA+. The key areas of focus are that women are financially secure, that the labour market is inclusive for women and that women are supported to meet their paid and unpaid work commitments (without incurring penalties). This addresses cross-system issues which affect women's ability to secure skilled, higher-paid work and to achieve economic resilience. Actions are led by Manatū Wāhine, jointly with other agencies, and by other agencies. Actions are progressing through initiatives already underway or being scoped. There is one immediate and one medium-term action yet to commence.	MfW
Skilled workers	Tomorrow's Schools Reforms: In response to the Independent Taskforce review, the Government agreed to a reset of the governance, management and administration of the schooling system.	Contributes to all outcomes in the Employment Strategy.	The reforms are intended to move the schooling system from a highly devolved, largely disconnected and autonomous set of institutions, to a more deliberately networked and supported system that is more responsive to the needs of learners/ākonga and their whānau. The reforms intend to create a more inclusive, equitable, connected and future-focused schooling system. This work programme will support schools to deliver teaching and learning that makes progress towards the National Education and Learning Priorities, and contributes to a range of education and wider government strategies. Priority 7 of the National Education and Learning Priorities is to collaborate with industries and employers to ensure learners/ākonga have the skills, knowledge and pathways to succeed in work.	MoE
	*Reform of Vocational Education (RoVE): RoVE will continue to work towards creating a strong, unified and sustainable vocational education system that is fit for the future of work and will deliver the skills that learners, employers and communities need to thrive. RoVE applies to industry training and provision at NZQF Levels 3 to 7, excluding degree study.	<ul style="list-style-type: none"> Workers have educational pathways that provide the skills needed to participate in a changing world of work, including problem-solving, creativity, agility and adaptability. Workers engage in lifelong learning with opportunities to train and work at the same time. Workers have opportunities to retrain. Businesses understand the skills they will need in the future. Businesses understand the benefits of investing in training. Businesses know how and where they can access training. Businesses invest in local workers. 	<p>The RoVE changes start to take effect in full from 1 January 2023.</p> <p>We expect shifts brought about through RoVE to support learners to have increasing access to work-integrated learning, enhancing the relationship between employers and learners.</p> <p>A new unified funding system will be implemented from 2023 which will support providers to offer work-based vocational education and training, and provide support for priority learners.</p> <p>Workforce Development Councils and Regional Skills Leadership Groups have already been established to better bring the voices of industry, regions, and iwi into the vocational education and training system.</p>	MoE
	*National Careers System Strategy: The strategy has been developed in 2022. The ongoing focus will be on implementing the careers system strategy actions.	<ul style="list-style-type: none"> Workers have access to quality careers pathway advice. 	The Careers System Strategy provides a strengthened and future proofed New Zealand career system that supports everyone to make career decisions and grows the skills and capability needed now and in the future.	TEC

	Key initiatives	Outcomes		Lead agency
		What outcome does this initiative contribute to?	How does it contribute to this outcome?	
Thriving sectors and regions	Regional Skills Leadership Groups (RSLGs): RSLGs will implement their Regional Workforce Plans (RWPs) as well as refreshing those plans annually to reflect evolving regional priorities and progress over time. All RSLGs are expected to develop new (rather than refreshed) plans every three years to four years.	<ul style="list-style-type: none"> • Businesses partner with others to develop agreed strategies and interventions to support workforce planning, upskilling and transitions to respond to the changing nature of work. • Businesses engage with the tertiary education sector and industry bodies to convey their skills needs. • Workers are able to access relevant and quality education and training. 	<p>RSLGs facilitate dialogue about regional labour market needs, to build more cohesive, coordinated insights and decision making at a regional level. The 15 independent advisory groups include members from business and industry, Iwi/hapū/Māori, worker and community representatives. Over the last year, the RSLGs have developed an evidence base, and engaged with regional partners and stakeholders to inform inaugural RWPs. These plans highlight labour supply and demand trends for the region and identify where workforce and skills development is needed.</p> <p>RSLGs help to ensure:</p> <ul style="list-style-type: none"> • a more coordinated labour market view that takes account of Te Tiriti o Waitangi principles and equity for priority groups (including supporting businesses to coordinate their workforce planning) • greater ease for businesses to employ New Zealanders with the skills required for current and future jobs • current and future workforce needs for our regions and cities are accessible and understood • regional education, training and upskilling is responsive to the needs of learners and employers at all stages. 	MBIE
	Workforce Development Councils: The WDCs' first year focused on their establishment. From 2023 onward, the WDCs will increase their industry engagement and will focus on the review and development of qualifications to help shape the curriculum for vocational education.	<ul style="list-style-type: none"> • Businesses engage with the tertiary education sector and industry bodies to convey their skill needs. 	The role of the WDCs is to ensure the vocational education system meets industry needs and gives a stronger voice to Māori business. WDCs will set standards, develop qualifications and help shape the curriculum of vocational education. Success for WDCs will mean employers - including Māori business owners - are confident that vocational education graduates are ready for work and that the future skills needs of their industry will be addressed by the vocational education system.	TEC
Responsive workplaces	*New Zealand Income Insurance (NZII) scheme: The NZII scheme could play a significant role in better protecting workers and incomes, matching skills with where they are needed and helping communities and industries during economic shocks and transitions.	<ul style="list-style-type: none"> • Workers have opportunities to upskill at work, so they're able to move up the ladder in their career, make effective contributions to their workplace, and change occupations if they choose to. 	Workers who are made redundant or lose work capacity due to a health condition or disability, will be provided with 80% of their wages for six months. These design settings are aimed to provide enough of a financial cushion so that workers have the time and financial security to find a good new job, rehabilitate or retrain for a different career. This also benefits employers as it contributes to New Zealand becoming a higher productivity economy where businesses generate more value and greater returns.	MBIE
	Holidays Act Review: Over 2022-23, work will focus on implementing the Holidays Act Taskforce recommendations by bringing together stakeholders from across government, business and unions to complete the detailed design work for legislation. We are working towards introduction of legislation in 2023, and as soon as practicable within that timeframe.	<ul style="list-style-type: none"> • Workers have employment terms and conditions that reflect their skills, qualifications and experience and the contribution they make. • Businesses have positive, healthy workplace cultures. 	The Holidays Act review will provide prescriptive methodologies that employers can use to accurately determine, calculate and pay leave entitlements. It will make some changes to employees' leave entitlements and introduce greater transparency to ensure employees are fully informed about their leave entitlements. The changes will also provide clarity and certainty around the rules for determining leave entitlements and payments, so employers have greater confidence that their employees are receiving their correct entitlements, and that they are meeting their obligations under the Holidays Act.	MBIE
	Modern Slavery Legislation: Introduce a set of obligations for New Zealand organisations to take steps to prevent, mitigate and remedy modern slavery and worker exploitation in their supply chains and operations.	<ul style="list-style-type: none"> • Workers are protected from exploitation. • Businesses keep workers safe from harm, including from bullying and harassment. 	This legislation will encourage and support New Zealand organisations to use their influence to improve working conditions in the companies they buy goods and services from.	MBIE
	*Worker Protection (Migrant and Other Employees) Bill: Proposes a new offence and penalty regime to support immigration and employment compliance to reduce the risk of exploitation of migrant workers.	<ul style="list-style-type: none"> • Workers are protected from exploitation. 	This legislation will provide an efficient enforcement toolkit to deal with lower-level offending before it becomes more serious. This will help realign the enforcement focus of the immigration regulatory system, which has typically been focused on migrants, to better address employer non-compliance.	MBIE

	Key initiatives	Outcomes		Lead agency
		What outcome does this initiative contribute to?	How does it contribute to this outcome?	
	<p>*Implementation of Fair Pay Agreements: With the passing of the Fair Pay Agreements Act, MBIE's focus is on the implementation and monitoring of the Fair Pay Agreements system. This includes information, education and support for parties bargaining for a Fair Pay Agreement. A monitoring plan and full set of performance and success measures are being developed.</p>	<ul style="list-style-type: none"> Workers have employment terms and conditions that reflect their skills, experience and the contribution they make. Businesses compete on productivity and innovation rather than low wages. 	The Fair Pay Agreements system will bring together employers and unions within a sector to bargain for minimum terms and conditions for all employees in that industry or occupation. These minimum standards are negotiated and sector-specific, taking account of the needs of the industry while ensuring more workers receive higher wages and better terms and conditions.	MBIE
	<p>Confidential advice to Government</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> Workers have employment terms and conditions that reflect their skills, experience and the contribution they make. 	<p>Confidential advice to Government</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	MBIE
	<p>*Review of Childcare Assistance: In response to a recommendation made by the Welfare Expert Advisory Group, MSD has begun a review of Childcare Assistance. Confidential advice to Government</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> Workers have equal access to employment opportunities. Workers see reduced disparities in employment outcomes between different demographic groups and communities. 	Assists MSD's clients with caring responsibilities to take up or remain in employment. Women make up the majority of clients who benefit from childcare assistance.	MSD
Inclusive work	<p>*Pay Transparency: MfW and MBIE have begun planning a work programme to improve pay transparency in New Zealand. The work will include:</p> <ul style="list-style-type: none"> providing advice on what a pay transparency regime in Aotearoa New Zealand could look like, using overseas pay transparency regimes as a way to inform the work looking at a range of mechanisms, including options like information and education initiatives (which could raise awareness of existing tools to support good practice on pay transparency) employing the Integrated Data Infrastructure to enable data insights at an aggregate level to assist workplaces in understanding pay gaps in their sector. <p>The National Advisory Council on the Employment of Women will be the external advisory group for this work and will consider both gender and ethnicity in relation to pay transparency.</p>	<ul style="list-style-type: none"> Workers see reduced disparities in employment outcomes between different demographic groups and communities. 	Pay transparency can help incentivise employers to close gender and ethnic pay gaps and address inequities in workplaces.	MBIE, MfW

	Key initiatives	Outcomes		Lead agency
		What outcome does this initiative contribute to?	How does it contribute to this outcome?	
	<p>Developing a national action plan against racism: MoJ is leading a whole-of-government process to identify concrete actions to eliminate racism. The first phase includes focused community engagement and a whole-of-government engagement process. The purpose of this engagement is to raise awareness about racism in Aotearoa New Zealand, understand people's experiences of racism and identify where efforts to progressively eliminate racism should be targeted. Following the first phase, there will be further government engagement to:</p> <ul style="list-style-type: none"> • identify priorities and concrete actions that agencies and sectors can take to tackle institutional racism • provide input into how actions should be implemented and potential resourcing implications • provide input into developing a monitoring and accountability framework. <p>The action plan is intended to be finalised in 2024.</p>	<ul style="list-style-type: none"> • Businesses keep workers safe from harm, including from bullying and harassment. • Workers do not experience discrimination in the workplace. • Businesses promote diversity through inclusive recruitment and retention strategies. • Businesses have diversity at all levels. 	<p>The national action plan against racism aims to progressively eliminate racism at all levels of society. It will set practical steps for the Government to take, and provide guidance for communities, businesses and institutions to support their own solutions.</p>	MoJ

The government has a range of other initiatives in place that contribute to the objectives and outcomes in the Employment Strategy.

	Other initiatives	Lead agency
Cross-strategy initiatives	Immigration changes: rebalancing the immigration system to make it easier to attract and hire high-skilled migrants, while supporting a transition away from reliance on lower-paid migrant workers.	MBIE
	*Active Labour Market Programmes (ALMP) Review: The Review identified gaps in the ALMP system for programmes and services to support people who have been displaced from work (either through redundancy or due to reduced work capacity), and for disabled people, including people with health conditions, who want to work. It also identified opportunities to improve the monitoring and evaluation of ALMPs and introduced investment principles to guide Government's decision-making. The work arising from the review will support the outcomes of key Employment Strategy initiatives such as NZII and the employment action plans.	MSD, MBIE
Skilled workers	*Vocational Education and Training (VET) campaign: a four-year campaign was launched in November 2020 that aims to raise the profile of VET, improving the perception and participation in VET.	TEC
	Apprenticeship Boost Initiative: a subsidy to support employers to take on new and retain existing first and second year apprentices through the economic uncertainty caused by COVID-19.	MSD
	*Targeted Training and Apprenticeship Fund: the fund was expanded to include conservation, information technology and additional community support skills. The fund is due to end in 2022.	TEC
	*Alo Vaka (Auckland Pacific Skills Shift): an initiative that supports Auckland Pacific peoples in low skilled, precarious work to transition into quality employment.	MBIE
	*Tupu Aotearoa: a programme to connect Pacific people with local providers to increase the number of Pacific young people in EET.	MPP, MBIE
	*Tahatū: new online careers advice system supports learners and workers throughout their lifetime to plan and manage their careers.	TEC
	*Direct Careers Service: provides job seekers, and New Zealanders facing job loss, access to free, professional career advice from qualified career practitioners. It includes two initiatives – national over-the-phone personalised career guidance and local face-to-face career advice in communities across New Zealand.	MSD
	*Education to Employment: a brokerage service that connects school students to local employers and helps them understand their options after leaving school.	MSD, MoE
Thriving sectors and regions	TEC invest in programmes that respond to regional needs: to improve EET outcomes in the regions.	TEC
	*Jobs and Skills Hubs: provide free employment-related support including training and recruitment so people can access long-term work in Auckland's construction and infrastructure sectors.	MSD
	Sector Workforce Engagement Programme (SWEP): established to provide the government with an effective intervention to reduce the number of migrant workers in critical sectors by working with sector leaders to promote the training and recruitment of the domestic workforce. SWEP aims to improve employers' access to reliable, appropriately skilled staff at the right time and place, while facilitating employment opportunities for New Zealanders.	MBIE
	*Toloa (STEM) Programme: set of initiatives hosted by MPP to support innovative Pacific engagement in Science, Technology, Engineering and Mathematics (STEM) education and training, including an in-work support pilot.	MPP
	Māori Trades and Training Fund: a contestable grant-based fund supporting partnerships with Māori communities to provide employment-focused learning opportunities, designed and delivered by Māori for Māori.	MSD
	Research and development (R&D) tax incentive: aims to increase the amount of business R&D in New Zealand by offering a 15% tax credit for eligible R&D expenditure. This supports employment of R&D-performing staff, the largest category of R&D expenditure.	MBIE

	Just Transitions Partnerships: work across government, portfolios and agency boundaries to support regions to plan effectively in response to major economic shocks, align the interests of iwi, regions, sectors and communities into partnerships that have an agreed vision and pathways to success.	MBIE
	Redeployment Support: On-the-ground early response employment service focused on working towards effective early involvement to support people facing job loss or displacement.	MSD
	Cultural Regeneration Fund: focused on increasing employment and skill development opportunities and improving the sustainability and resilience of the cultural sector.	MCH
	Creative Careers service pilot: A service for creative sector workers to learn how to apply complementary skills in the areas of business management, contract negotiation, marketing, networking, applying for funding and linking people to employments opportunities. The pilot is currently running in Auckland, Waikato and Nelson.	MSD, MCH
	Media Workforce Strategy: supports more strategic investment in the media workforce and coordinates activities by employers and training providers that will develop a skilled and productive media workforce.	MCH
	Māori Agribusiness Workforce Skills and Training Programme (He Ara Mahi Hou): Supports Māori Agribusinesses to develop workforce opportunities and to access greater skills to create sustainable employment that will increase the productivity of their primary sector assets.	MPI
	Transforming the Primary Sector Workforce initiative: Focuses on attracting a larger, more diverse talent pool to the primary sector by equipping New Zealanders with the basic skills and knowledge needed to enter primary sector jobs, assisting employers to attract and retain a skilled and productive workforce and supporting work redeployment opportunities.	MPI
Responsive workplaces	Cadetships: supports the upskilling of existing and new Māori employees, primarily in 'growth' industries. It is focused on supporting the immediate and longer-term development of Māori workers including supporting them to increase mana, leadership skills and earnings, while for employers it offers the opportunity to grow and succeed in a changed economic landscape.	TPK
	Pae Aronui: is a time-limited trial programme to test innovative ways to improve employment and education outcomes for rangatahi Māori who are not in employment, education or training (NEET) or at risk of becoming NEET.	TPK
	*All of government Connected Service: consists of website, 0800 number and face-to-face services at MSD sites and Jobs and Skills Hubs to help people find work.	MSD
	Supporting offenders into employment: improves employment and social outcomes for recently released prisoners, aimed at reducing the risk of reoffending by providing wrap-around supports and services through an intensive case management and multi-disciplinary service.	MSD
	Rapid Return to Work: a light touch phone-based service to support people with a return-to-work solution, particularly those who have recently been displaced from their employment or are new to receiving a benefit, with the aim of helping people stay attached to work.	MSD
	Living Wage in Government Procurement: Core public service departments have been directed by Cabinet to pay cleaners, caterers, and security guards under public service contracts at least the living wage rate from 1 December 2021, as these contracts come up for renewal or are negotiated. New Zealand Government Procurement has recently reviewed and made changes to its published living wage rate, forward rate projection and implementation guidance, in alignment with changes to the Living Wage rate as announced by the Living Wage Movement Aotearoa New Zealand, effective 1 September 2022. The new rate reflects surging inflationary pressures since late last year.	MBIE
	Quality Employment Opportunities: Government Procurement Rule 18A, which sets out requirements on creating quality employment opportunities through procurement activities, came into effect 1 October 2021.	MBIE
	Future of Work Forum: Government, BusinessNZ and the New Zealand Council of Trade Unions work together to respond to a rapidly changing world of work.	MBIE
	*Māori Future of Work Advisory Group: an independent group established by the Future of Work Forum to explore issues shaping the future of work and provide advice on long-term labour market challenges and opportunities for Māori. The Māori Future of Work Advisory Group has developed a report, Maranga Ake, a call to action for Māori in the future of work that sets out an aspirational vision and specific actions towards a prosperous future of work for Māori.	TPK, MBIE
	*Review of the Parental Leave and Employment Protection Act: MBIE and MfW intend to review of the Parental Leave and Employment Protection Act 1987. This will include considering provisions for paid spouse/partner leave. No date has been set for this review, but it is hoped to commence in 2023.	MBIE
Inclusive work	*Mana in Mahi: supports people at risk of long-term benefit receipt into long-term sustainable employment while gaining an apprenticeship or formal industry qualification.	MSD
	*Disability employment services: targeted employment programmes that support disabled people and people with health conditions (including mental health and addiction issues) to upskill and enter suitable employment. Includes programmes such as Mainstream, Employment Service, Training Support funding, Work Bonus, Individual Placement Support and Oranga Mahi trials.	MSD
	Skills for Industry: provides short-term job-focused training to prepare clients who require up-skilling for specific requirements identified by industry. Programmes can be short to medium-term and tailored to job-specific requirements for particular vacancies (eg retail skills, hospitality skills etc).	MSD
	*Flexi-wage: provides a wage subsidy and extra assistance to support employers to take on people who do not meet the entry level requirements of the job, to help them get the employment skills and experience they need to achieve unsubsidised employment.	MSD
	Employment and Social Outcomes Investment Strategy 2022 – 2025: MSD's Employment and Social Outcomes Investment Strategy will inform national and regional investment and purchasing decisions about MSD's employment services, while providing flexibility to support regional investment choices to meet local conditions.	MSD
	Youth Service: focuses on supporting taiohi into education, training and work-based learning. Youth coaches also provide intensive, tailored support to identify young people's goals and find the best path to reach them.	MSD
	*He Poutama Rangatahi: connects youth who are most at risk of long-term unemployment with wrap-around support, training and employment.	MSD
	*Cross-agency project on increasing accessibility to driver licensing: assists MSD clients to receive training to get their learners, restricted or full licence.	MSD, Waka Kotahi, MoT
	*Implementation of the Equity Index: replacing school decile system with equity index to better identify the equity challenge faced by schools and early-learning services.	MoE
	*Learning Support Action Plan 2019-2025: sets out six priority areas that will make the greatest difference in strengthening the learning support for children and young people in the early learning and schooling sectors.	MoE

	*Tupu Tai Pasifika Public Sector Internship Programme: is a paid summer internship offered to Pasifika tertiary students and recent graduates interested in a career in the public sector.	MBIE
	*Ethnic Communities Graduate Programme: provide a pathway into the public sector for skilled graduates from ethnic communities.	MEC
	Tū Mau Mana Moana (The Diverse Senior Leaders programme): The key objective of this programme (currently in its first year of delivery) is to increase the number of mid-career Pacific staff identified and supported by agencies to be put forward onto State Sector Career Boards and increase the number of Pacific senior managers in Tier 1-3 roles across the state sector.	MBIE

Acronyms and abbreviations			
EET: Employment, Education and Training	MBIE: Ministry of Business, Innovation and Employment	MCH: Ministry for Culture and Heritage	MEC: Ministry for Ethnic Communities
MfW: Manatū Wāhine Ministry for Women	MoE: Ministry of Education	MoJ: Ministry of Justice	MoT: Ministry of Transport
MPI: Ministry for Primary Industries	MPP: Ministry of Pacific Peoples	MSD: Ministry of Social Development	TEC: Tertiary Education Commission
TPK: Te Puni Kōkiri			