



# OTAGO REGIONAL WORKFORCE PLAN

2023 UPDATE

# Te Kāwanatanga o Aotearoa New Zealand Government



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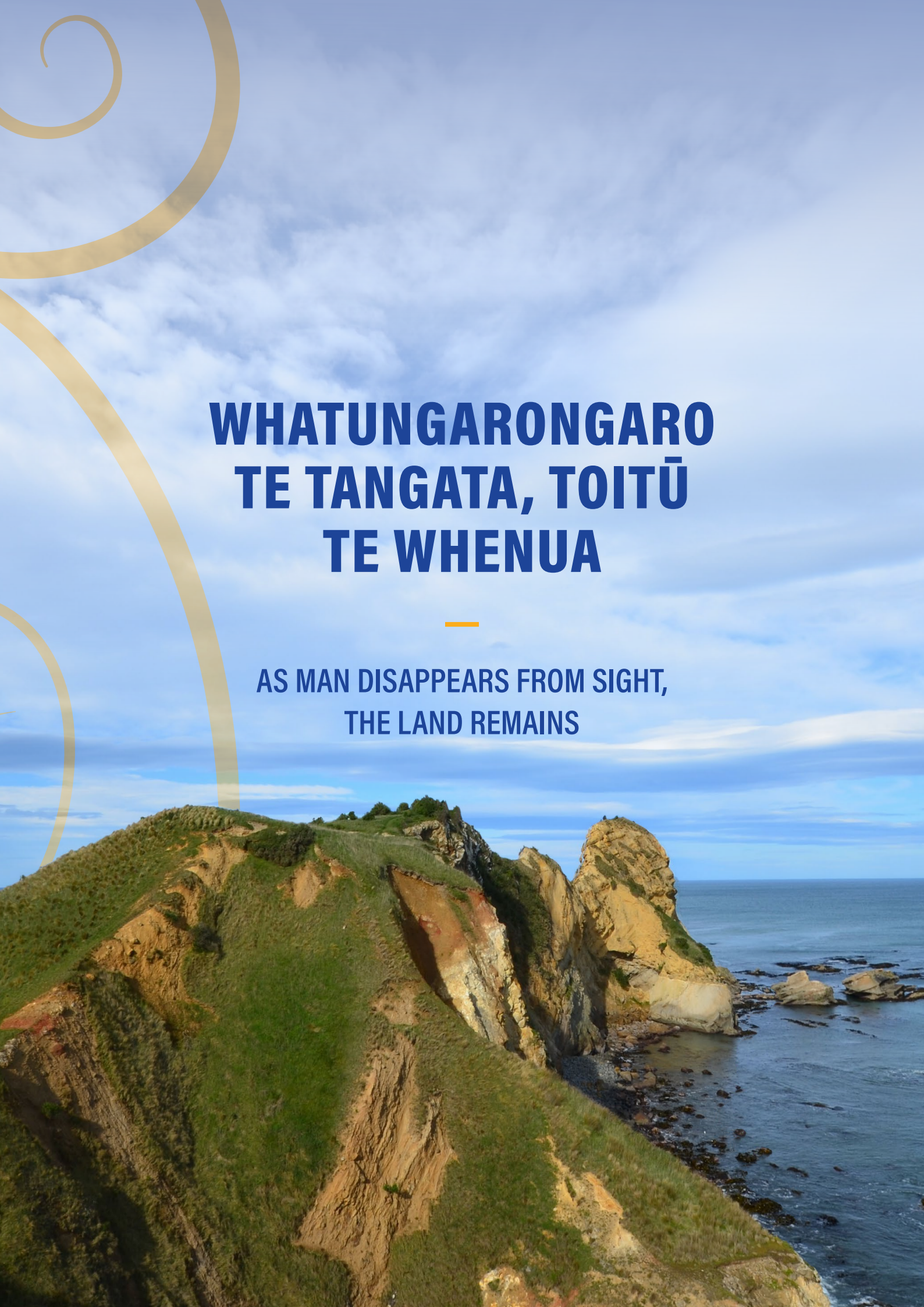
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# **WHATUNGARONGARO TE TANGATA, TOITŪ TE WHENUA**

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

# HE KŌRERO WHAKATAKI NĀ KĀ HEAMANA TAKIRU CO-CHAIR'S FOREWORD

**Nau mai, haere mai, tauti mai**

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

## TĒNĀ KOUTOU, TĒNĀ KOUTOU, TĒNĀ TĀTOU KATOA

It's been a busy year as the Regional Skills Leadership Group (RSLG) has continued to identify and support better ways of meeting future regional skills and workforce needs across Otago.

In introducing this Otago Regional Workforce Plan (RWP) Update, we would like to thank all those in our region – our employers, workers, rūnaka, education providers, local and central government representatives, and community organisations – who have engaged with us and helped to shape this revised plan. We know it has been a difficult year for many in Otago as labour market conditions have remained tight; your time, input, and passion for our region are even more appreciated given the current economic climate.

Through constant engagement across the region, and analysis of what we have learnt, the RSLG has gained a more thorough understanding of Otago's unique workforce needs and challenges. As we already knew, these are nuanced; they vary from district to district, and from sector to sector. Importantly, however, our work has uncovered structural commonalities that are evident across the region; issues that arise in all corners of the region and across our sectors and their workforces.

These commonalities – or cross-cutting labour market 'themes' – are where the group will focus our future efforts and analysis. In brief, we have identified three underlying focal points: economically vulnerable

Otago communities; skills for technological change; and untapped potential the Otago labour market. This document will introduce these themes in detail.

The group has pivoted from sector-based analysis to this thematic approach, recognising that this is the most effective way we can meaningfully shift the dial on labour market outcomes in our region. However, engaging with employers, workers and stakeholders from Otago's core and emerging sectors remains a priority, and we will continue to provide updated data and insights on how they are faring in the labour market.

Engagement with mana whenua and Māori in the region will continue. We want to profile the regional Māori economy, support the aspirations of mana whenua and Māori businesses as employers, and understand Māori labour market participation across the region. To those who have given their time over the last year - kā mihi ki a koutou. Let's keep working together to bring whānau home to good jobs.

Lastly, a big thank you to the members of our RSLG. With you all on board, we feel this work gathering pace and making a difference. Let's continue to work for Otago.

We look forward to working with our stakeholders and partners in the region as we continue to respond to our wero of developing an equitable, responsive, and sustainable labour market system that supports everyone in Otago to thrive.

**Kā mihinui ki a koutou**



Laura Black (co-chair)



Karen Coutts (iwi co-chair)

# TE RAUTAKI WHAKAHAU O ŌTĀKOU RSLG

## OUR STRATEGIC IMPERATIVES

The Otago RSLG continues to utilise the kaponga — the Silver Tree Fern — to visually represent our work, and the strategic imperatives that guide it.

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**1 IN THE OUTERMOST FROND**  
**TE TIRITI O WAITANGI** — partnership in everything we do, a resource to support us all.

---

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

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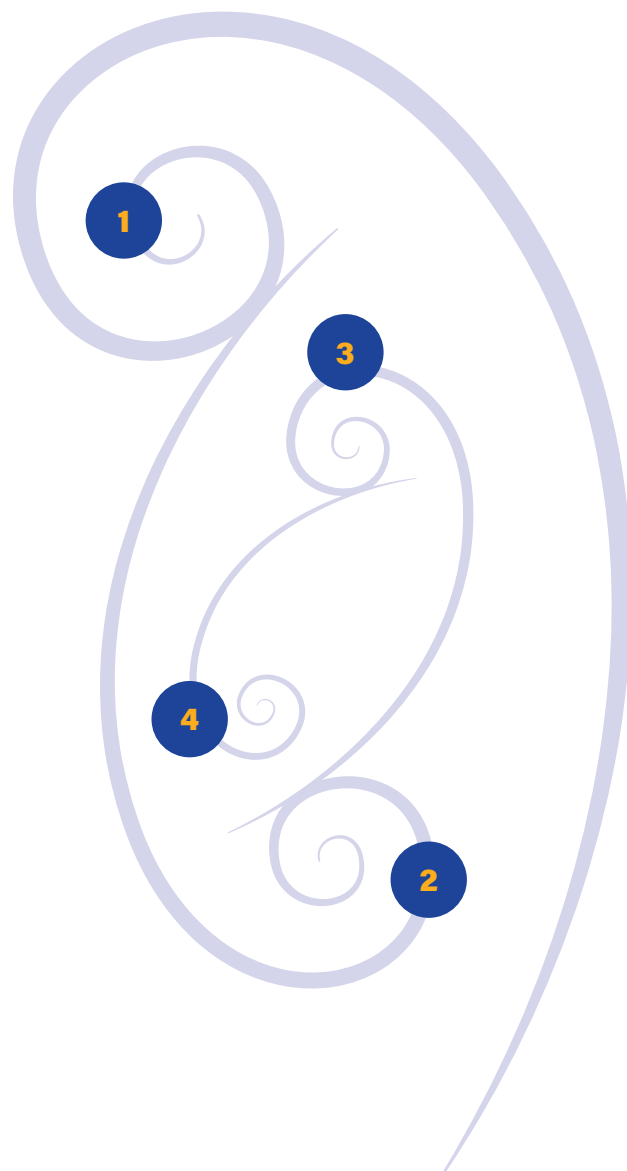
**3 IN THE SECOND FROM YOUNGEST FROND**  
**THE THREE SISTERS OF COMPLEXITY, CHANGE, AND INNOVATION** — recognising that the accelerating rate of complexity and change globally requires us all to engage innovatively.

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

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

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





KĀ TŪMANAKO O ŌTĀKOU RSLG

# OUR WORKFORCE ASPIRATIONS

## OTAGO REGIONAL SKILLS LEADERSHIP GROUP ASPIRATIONS

**01**

Whole of region  
coordination

**02**

Transformational  
change in education

**03**

Building capability across  
the labour market

**04**

Quality (and equality)  
of life

## OUR OVERARCHING ASPIRATION IS:

—  
TO DEVELOP AN EQUITABLE,  
RESPONSIVE AND  
SUSTAINABLE LABOUR  
MARKET SYSTEM THAT  
SUPPORTS EVERYONE IN  
OTAGO TO THRIVE.



## WĀHAKA TUATAHI CHAPTER ONE

### TITIRO WHAKAMURI, TITIRO WHAKAMUA

# LOOKING BACK, LOOKING FORWARD

#### TĀ MĀTAU HUARAHI WHAI

## OUR CHANGING APPROACH

This past year, the RSLG has extensively engaged throughout Otago, linking people, ideas, and programmes together and advocating for positive change for our region. Our sincere thanks to all who have worked with us despite a year of critical skills shortages. We have listened to you. Our engagement across Otago has allowed us to deepen our understanding of the common structural issues — or “themes” — that are evident across our diverse region, and the common underlying causes of these. This gets us closer to the solutions-based approach we are striving for. We invite everyone in the region to jump on board as we continue this journey. We have also continued to build positive relationships with whānau throughout the region and look forward to further discussing the distinct workforce needs of mana whenua and the wider Māori business community. The year to come is exciting for the RSLG. We look forward to working with and supporting the region in this dynamic labour market environment.

#### DEVELOPING OUR UNDERSTANDING AND ADVANCING OUR THINKING, STRIVING FOR A SOLUTIONS-BASED APPROACH

While the needs and challenges of Otago’s workforce remain dynamic and geographically nuanced, our mahi in the last year has uncovered structural issues evident across the Otago labour market as a whole. This insight will inform our mahi going forward.

In looking to develop a more fulsome understanding of labour market conditions, the RSLG has spent time analysing issues such as internal labour supply (along with much of the developed world, New Zealand faces declining birth rates and a high average duration of retirement, which results in reduced labour supply for workforce replacement and/or growth of industry), immigration (the global “war for talent”), and economic structure (the structure of our economy means that it contains a higher proportion of Small and Medium Enterprises (SMEs) and micro businesses than other developed economies). As a result — with changing demographics and increased international competition for skilled migrants in mind — we recognised the need to better understand our underutilised workforces and explore the potential of skills for productivity-enhancing technologies.

We combined this understanding with qualitative evidence from our engagement in communities and further detailed economic analysis and landed on “themes” that the RSLG will look to focus on going forward. This Regional Workforce Plan (RWP) update elaborates on these recurring labour market ‘themes’ in detail. They are: economically vulnerable Otago communities; skills for technological change; and untapped potential in the Otago labour market.



Defining and quantifying these structural themes in our labour market is important. It helps us to build a more precise understanding of the issues we face and strive for solutions. It also enables us to better advocate for Otago when engaging with stakeholders and partners. The themes also help us to think more deeply, and longer-term, on Otago's future labour market success as we look to unlock (and futureproof) our potential as a region, and ultimately get our people into good jobs.

#### **IDENTIFYING AND SUPPORTING BETTER WAYS OF MEETING OTAGO'S REGIONAL SKILLS AND WORKFORCE NEEDS**

Over the past 12 months, the RSLG continued to work with our region to develop, identify and support initiatives that seek improved labour market outcomes, and boost the skills of our workforce. Notable examples of this mahi include:

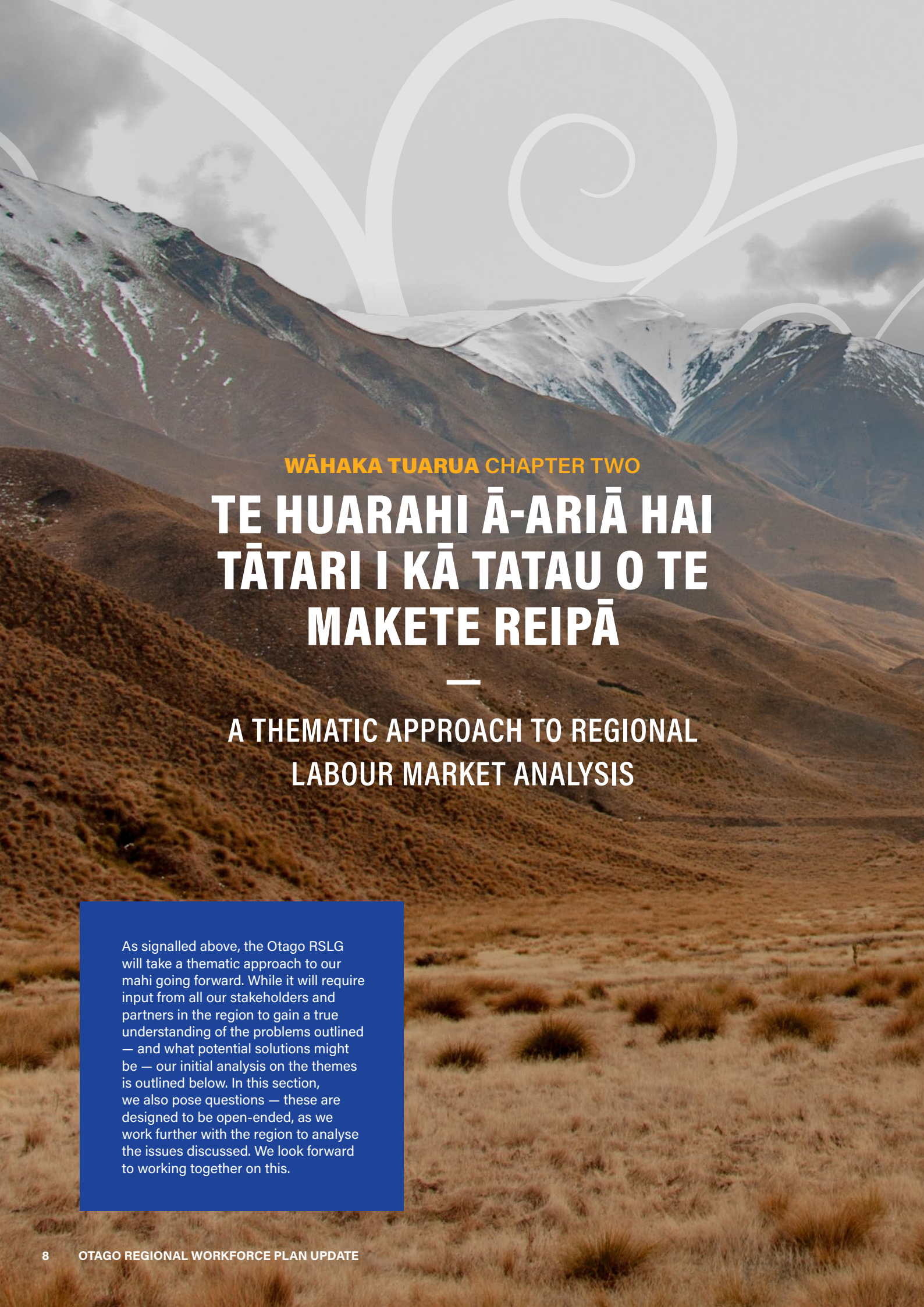
- Providing advice to the Tertiary Education Commission (TEC) that highlighted Otago's regional workforce priorities and forecasted industry demand profile.
- Working with Mahi QL, a collaboration led by Queenstown Chamber of Commerce, Regional Tourism Organisations, Government agencies, employers, and employees to address workforce challenges across the district.
- Working with transport and digital providers to ensure workforce development is considered as network provision is planned.

- Working with entities in the Waitaki District to identify appropriate ways to provide in-work training provision.
- Working with Otago Regional Economic Development (ORED) to ensure regional workforce considerations are incorporated into economic development strategies across Otago.
- Hosting Distinguished Professor Paul Spoonley to discuss demographic change in Otago and its long-term effects on our labour market.
- Meeting with employer, workforce, economic development, and community representatives from each of Otago's Territorial Local Authority areas (TLAs).

#### **WORKING BY, WITH AND FOR MĀORI**

The Māori economy is a small but unique part of our region's economy. Māori workforce needs and aspirations are also unique, and varied – they differ for mana whenua, Māori business owners and for Māori as workers. The RSLG has sought to understand and analyse this as we have spent the last year working by, with, and for Māori actors in the Otago labour market.

Hui at both Moeraki and Puketeraki rūnaka have been invaluable to the RSLG over the last year, and we look forward to an upcoming hui at Ōtākou. Our thanks to Dr Mike Stevens and Dr Eruera Tarena; your whakaaro has helped us build the initial understanding we needed to begin to comprehend the Māori economy and awhi whānau labour market aspirations in the region.



**WĀHAKA TUARUA CHAPTER TWO**

# **TE HUARAHI Ā-ARIĀ HAI TĀTARI I KĀ TATAU O TE MAKETE REIPĀ**

—  
**A THEMATIC APPROACH TO REGIONAL  
LABOUR MARKET ANALYSIS**

As signalled above, the Otago RSLG will take a thematic approach to our mahi going forward. While it will require input from all our stakeholders and partners in the region to gain a true understanding of the problems outlined — and what potential solutions might be — our initial analysis on the themes is outlined below. In this section, we also pose questions — these are designed to be open-ended, as we work further with the region to analyse the issues discussed. We look forward to working together on this.



# KO KĀ HĀPORI PARAHEAHEA KI ŌTĀKOU VULNERABLE OTAGO COMMUNITIES

## TŪĀHUA SITUATION

Communities across Otago are vulnerable to economic change. This vulnerability is visible in varying ways — from reliance on a single industry, a single employer, or revenue from a singular economic activity. While vulnerability is varied and difficult to predict, situations such as supply chain impacts, global market variability, and limitation of access to labour can all rapidly impact our community's economy and workforce.

The communities the RSLG has engaged with to date often feel they are unable to effectively reach agencies and authorities to communicate this vulnerability. Small, disparate communities lack the political clout to effectively advocate for timely support. The RSLG is working with these communities to better understand the nature of workforce vulnerability across the region — to seek out commonalities and amplify their voices — so they can better advocate for themselves. We also want to link communities together to learn from examples of economic diversification projects that already exist in our region, such as those underway in Queenstown Lakes.

In looking to understand this problem more fully, the RSLG brings a skills and training lens. We want to understand how equitable vocational education delivery in all areas of the region can complement economic diversification (which will largely be through effective economic and business development), and improvements in transport and digital connectivity policy (which sit with central and local government and private sector investment). A skilled and connected workforce is critical if sectors are to lift productivity through the adoption of new technologies, tailor value-added products more effectively to markets, and meet new regulatory requirements.

We want to understand more about the types of vulnerability that exist throughout Otago's communities, so that equitable solutions can be considered at a local level. Though each community is unique, we have already found commonalities that cross Territorial Local Authority boundaries. This has helped us to elaborate on common problems and begin exploring shared solutions.





# KĀ PĪROIROI COMPLICATIONS



## **ECONOMIC SHOCKS SUCH AS COVID-19**

The wide-ranging effects of Covid-19 on the Queenstown Lakes District provide a case study on the risks of lack of diversification in our local economies and workforces. The pandemic highlighted the vulnerability of communities that rely heavily on a single industry, such as tourism, which was significantly affected by travel restrictions and lockdown measures.



## **FLUCTUATING MARKETS, CONSUMER DEMAND CHANGES AND CENTRAL GOVERNMENT SPENDING**

Communities that rely on exports such as food or tourism products are particularly susceptible to changes in global market conditions. Fluctuations in commodity prices, trade barriers, and exchange rates can have a substantial impact on local industries, leading to economic instability. Dunedin, as a significant buyer of services, also faces the precarity that comes with changes in public sector spend.



## **TECHNOLOGICAL ADVANCEMENTS**

Rapid technological advancements can disrupt traditional industries, particularly in agriculture and manufacturing. Automation, digitalisation, and other technological innovations can lead to job losses and/or the need for workers to adapt to new skills and job requirements. This transition may be particularly challenging for rural communities with limited access to education and training opportunities, or sub-regions with high numbers of SMEs unable to easily expand working capital or R&D investment to adapt. The RSLG is focussing on this as a separate, but interlinked, issue.



## **AN AGEING POPULATION**

Many rural communities in Otago face an aging population, which can exacerbate economic vulnerability. As older workers retire, there can be a shortage of skilled labour to replace them, leading to a decline in productivity and economic growth.



## **LABOUR MOBILITY AND COMPETITION**

Rural communities may struggle to retain skilled workers who are attracted to urban centres with more diverse employment opportunities, higher wages, and better access to amenities and training support. This labour drain can limit the growth potential of rural industries and hinder economic diversification efforts.



## **CLIMATE CHANGE**

Climate change poses a significant risk to communities dependent on agriculture, natural resources, and high transport costs for market access. Unpredictable weather patterns, extreme weather events, increased costs associated with mitigating emissions, and changing growing conditions could lead to economic instability in these communities.

# KIA WHAKATEWHAHIA TO INVESTIGATE

- 1** **HOW CAN WE IDENTIFY AND GROUP DISTINCT OTAGO COMMUNITIES TO FURTHER UNDERSTAND THIS PROBLEM?**
- 2** **WHAT SKILLS DO PEOPLE IN OUR MOST VULNERABLE COMMUNITIES NEED TO BE ABLE TO ADAPT TO CHANGE? WHAT ARE CURRENT WORKFORCE CAPABILITY/ SKILLS PROFILES?**
- 3** **WHAT IS LOCAL AND INTERNATIONAL BEST PRACTICE IN DIVERSIFICATION?**
- 4** **WHAT ARE PROJECTED CONSUMER DEMAND CHANGES?**
- 5** **WHAT TAILORED ADVICE TO THE VOCATIONAL EDUCATION SYSTEM COULD THE OTAGO RSLG GIVE THAT MIGHT HELP TO SOLVE THIS ISSUE?**

# KĀ PŪKEKA MŌ TE PANONITAKA HAKARAU KI ŌTĀKOU

## SKILLS FOR TECHNOLOGICAL CHANGE IN OTAGO

### TŪĀHUA SITUATION

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Tight labour market conditions and worker shortages are pushing businesses to turn to technology for productivity and automation gains. This technology is changing the way we live and work, and even the nature of some work, so it is clear that higher level technological skills are vital for our workforce now and into the future. Technology could help Otago address perennial issues surrounding low productivity, ageing population, and the global competition for labour.

But technological change is difficult to quantify. It is challenging to predict what impact it will have on our labour market. It will likely range from increased use of computers and/or AI, the automation of systems and devices, new machinery, updated processes, discontinuation of some sorts of work, emergence of new types of jobs, and biotech.

We do know that technology will significantly change the way we work. There will still be a strong demand for workers, but the nature of many occupations — the tasks and required skills — will likely change. There is a need for an agile education and training system that can support people in Otago — from workers to management and business owners — to develop the skills they need to respond to technology driven change — so our region can maximise the potential that emerging technology will offer.





# KĀ PĪROIROI COMPLICATIONS



## UPSKILL NEEDED ACROSS THE BOARD

Support is needed in all sectors, at all levels, to enable our region to effectively leverage the advantages of technological change. While workers will need the skills to operate new and emerging technologies, those in management will also need the capability to plan, adapt and pivot as technology changes how we work.



## PREVALENCE OF SMES

In 2020, over 85% of businesses in the Otago region had five employees or less. This means that we need to tailor solutions that are cognisant of adoption and capability levels in small business.



## PREVALENCE OF LOW SKILL

Otago's population is lower-skilled than that of the New Zealand population.<sup>01</sup> Low skill levels may present a barrier to our people's ability to effectively adopt technology and the gains it represents.

Higher skill levels in Otago are also clustered away from our biggest sectors; data shows that concentrations of workers classified as 'low-skilled' make up large portions of the workforces of the largest sectors in our regional economy, such as food and fibre, and construction.



## A NEED TO IMPROVE PRODUCTIVITY

New Zealand's productivity record is comparatively poor compared to other OECD countries. While productivity in the Otago region is growing at a faster rate than in New Zealand as a whole,<sup>02</sup> the adoption of new technologies has the potential to accelerate this further. Productivity gains will not only enable us to gain more value per economic unit but will also improve living standards and the quality of life of our workforce through "working smarter not harder".



## AN AGEING POPULATION

Otago's population is older than that of Aotearoa New Zealand.<sup>03</sup> There are 30,730 people in Otago aged 55+, within a decade these people will all be 65+, nominally the age of retirement. New Zealand also faces declining birth rates and long average retirement periods. This means that in the future there will be less workers to fill job openings that are either driven by replacement or growth. Technology represents a key opportunity to counter this.



## INCREASED INTERNATIONAL COMPETITION FOR LABOUR

Otago — and Aotearoa New Zealand as a whole — needs skilled migrants to support the growth and prosperity of our economy. However, we are competing on the international stage to attract them, often with other countries that can offer higher wages, lower costs of living, better working conditions and less restrictive immigration processes.

The ability to consolidate jobs through adoption of technology also presents a counter to relying on the volatile — and competitive — international job market for critical labour supply in our region.

01. Infometrics, Otago Regional Economic Profile, "Broad Skill Level" (using ANZSCO data)

02. Infometrics, Otago Regional Economic Profile, "Productivity: Otago Region" (using GDP/person)

03. Statistics New Zealand, Census 2018

# KIA WHAKATEWHAHIA TO INVESTIGATE

- 1 IS OUR WORKFORCE EQUIPPED WITH THE CAPACITY TO ADAPT TO NEW TECHNOLOGY? WHAT BASELINE SKILLS WILL OUR WORKERS NEED TO BE PREPARED FOR TECHNOLOGICAL CHANGE?**
- 2 HOW CAN WORKPLACE OWNERS/DECISION MAKERS BUILD THEIR CAPABILITY TO BE ABLE TO CONSIDER EFFECTIVE TECH SOLUTIONS? WHAT IS THE SME VIEWPOINT ON THIS ISSUE?**
- 3 HOW ACCESSIBLE IS TERTIARY TRAINING AND EDUCATION ACROSS OUR REGION, PARTICULARLY FOR THOSE ALREADY IN WORK?**
- 4 TRAINING DISTRIBUTION CHANNELS ARE IMPORTANT – HOW CAN WE UPSKILL FULL-TIME WORKERS? AND THOSE NOT BASED IN OUR MAIN CENTRES?**
- 5 WHAT ARE THE GAPS/POTENTIAL IMPROVEMENTS OR SYNERGIES FROM LEVERAGING OFF VOCATIONAL, PRIVATE, CHAMBER OF COMMERCE LED, OR OTHER TRAINING THAT IS ALREADY AVAILABLE?**

# HE PITOMATA KA TŪHURATIA KAI TE MAKETE REIPĀ KI ŌTĀKOU UNTAPPED POTENTIAL IN THE OTAGO LABOUR MARKET

## TŪĀHUA SITUATION

With the unemployment rate low, and the labour force participation rate high, there is little spare capacity — otherwise known as “slack” — in the Otago labour market. Put simply, there are not enough people in the workforce for the number of jobs available in our region.

However, even with the abundance of jobs available in the region, there is still a significant number of employed people not having their full potential utilised — they may have specific skills they don't use in their current work, they may want to work in other parts of the region, or they may be able to (and want to) work more hours than they do currently.

Traditionally, economists and the government have categorised these people as the ‘underutilised workforce’. To do this they measure the total number of people in the labour force who are not being fully utilised to statistical benchmarks, including those who are outside of the labour force and considered ‘potential labour supply’.

To this definition, there are approximately 13,900 people underutilised in Otago.<sup>04</sup> But we know that there are significantly more working people in our communities that fall outside of this definition (e.g., people who are working the “full time” 30 hours a week, but wanting to work 40), that have more to offer and have a desire to further contribute to the labour market — but for a variety of reasons are unable to do so.

For this reason, the Otago RSLG takes the position that the traditional definition of underutilisation is too narrow and restricts our ability to be inclusive of all our working people that want to further contribute. This group represents a broad range of people across the community with differing needs, aspirations, and nuanced barriers to employment. As very tight regional

labour market conditions continue, they represent an opportunity to help mitigate skills shortages in the region.

We already know that the same groups who have poor labour market outcomes overall are also more likely to be underutilised or not have their full potential made use of. While representing a diverse group, this group share similar risk factors, such as less job experience, lower-levels of qualification, and experience working in industries that are more susceptible to economic shock. These groups are Māori and Pasifika, women, people with disabilities, youth, older workers and those Not in Education, Employment, or Training (NEET).<sup>05</sup>

In response, the Otago RSLG will supplement the traditional definition of ‘underutilisation’ by engaging with the community to identify the additional needs, aspirations, and barriers of this latent workforce. With an expanded consideration of untapped workforce potential, we can support new and existing labour market initiatives and interventions to go beyond the current definition of underutilisation to allow greater support of our working peoples’ potential.

The issue is also more prevalent in some industries than others. The accommodation and food, administrative and support, arts and recreation, and retail trade have significantly higher underemployment rates nationally than other industries.<sup>05</sup> While further research is needed to understand the cause of this, it may be that lower incomes for those working in these industries mean that they desire more hours to raise their earnings. Another possibility is that the customer demand profile of the industry means workers cannot be employed evenly over a working week.

04. Household Labour Force Survey, Statistics New Zealand, March 2023 quarter

05. Ministry of Business, Innovation and Employment (2022). Underutilisation in the New Zealand labour market — where is the spare capacity in the Labour Market? Draft Briefing



# KĀ PĪROIROI COMPLICATIONS



## **FURTHER UNDERSTANDING AND ENGAGEMENT NEEDED**

We need to further engage with those who are not having their full labour market potential utilised to ensure our response is fit for purpose.

Anecdotally, we know that external factors such as the availability and cost of childcare, transport, accommodation; rigidity of work hours and physical accessibility are key elements to this equation. As we gather more qualitative data, it is likely that certain points will be also raised; for example, most employers do not consider that 30 hours a week is full time.

We need to engage widely on this issue, considering the unique needs of both workers and businesses, to achieve best outcomes.



## **RESTRICTIVE OFFICIAL DEFINITION**

Underutilisation, as defined by Statistics New Zealand, may not fully encapsulate the Otago labour force who are not being fully utilised.

While it conforms to international standards, it is not nuanced enough to really understand latent untapped labour capacity i.e., those who do not technically meet the definition of 'underutilised' but could be enabled/encouraged to further participate in our labour market.

# KIA WHAKATEWHAHIA TO INVESTIGATE

- 1** **WHAT IS THE PRACTICAL EXPERIENCE OF UNDERUTILISATION, AND CAN THIS INFORM OUR UNDERSTANDING OF THE BARRIERS THAT PEOPLE FACE WHICH PREVENT THEM FROM BEING FULLY 'UTILISED'?**
- 2** **WHAT ARE THE BARRIERS, SYSTEMIC AND OTHERWISE, TO PEOPLE ENTERING THE WORKFORCE? HOW CAN WE UNDERSTAND THIS FROM THESE GROUPS' PERSPECTIVE?**
- 3** **WHAT DOES LOCALITY HAVE TO DO WITH UNDERUTILISATION? DOES THE SIZE OF A PLACE, AND RANGE OF INDUSTRIES IN THAT PLACE, MATTER?**
- 4** **WHAT TARGETED TRAINING, WORKPLACE SYSTEMS CHANGES, OR POLICY INTERVENTIONS COULD IMPROVE EDUCATION AND EMPLOYMENT OUTCOMES FOR THOSE GROUPS MORE SUSCEPTIBLE TO BEING UNDERUTILISED?**
- 5** **HOW MIGHT EMPLOYERS, LOCAL AUTHORITIES, AND OTHER ACTORS WORK TOGETHER TO ADDRESS SOME OF THE BARRIERS WITHIN A GIVEN SUB-REGION?**

ŌTĀKOU RSLG HE TUKANGA

# OTAGO RSLG ACTIONS

In our inaugural 2022 Regional Workforce Plan (RWP), the Otago RSLG set out eighteen actions to support our vision for the region. Over the past 12 months, we have achieved a number of our objectives, advanced our thinking and reviewed our workplan. The revised actions table below represents that.

We have also worked to ensure that our actions support the three themes identified above, deliver on our aspirations, and reflect our extensive engagement in the region. We are now seeking to work on nine action points, as described below. Progress on our actions from the 2022 RWP can be found in chapter five.

RSLG ACTIONS	ASPIRATION ALIGNMENT			
	Whole of region coordination	Transformational change in education	Building capability across the labour market	Quality (and equality) of life
<b>ACTION 1:</b> Lead a feasibility analysis for a potential regional solution that looks to mitigate skills shortages.	✓	✓	✓	✓
<b>ACTION 2:</b> Work with Otago Regional Economic Development (ORED), District Economic Development Agencies, Territorial Local Authorities and the Otago Mayoral Forum to ensure labour market collaboration across the region.	✓	✓		
<b>ACTION 3:</b> Advocate for Otago, our businesses, and our workers in our engagement with central government policy teams.	✓	✓		

RSLG ACTIONS	ASPIRATION ALIGNMENT			
	Whole of region coordination	Transformational change in education	Building capability across the labour market	Quality (and equality) of life
<b>ACTION 4:</b> Gain a better understanding of Māori participation across the regional economy through data analysis and collaboration with mana whenua and Māori.	✓	✓	✓	
<b>ACTION 5:</b> Collaborate with education providers to ensure capability upskill in changing technologies is a priority in learning provision.	✓	✓	✓	
<b>ACTION 6:</b> Collaborate with groups that aim to better equip the Otago workforce for technological change.	✓	✓		✓
<b>ACTION 7:</b> Collaborate with regional initiatives that address clarity of pathways into, and through, employment.	✓	✓		✓
<b>ACTION 8:</b> Collaborate with initiatives that seek to innovate regional education and training provision and provide region-centric recommendations to vocational education system entities.	✓	✓	✓	
<b>ACTION 9:</b> Evaluate untapped potential in the Otago labour market to better understand the unique needs and barriers that exist which prevent/hinder participation in the workforce.	✓	✓		✓

## WĀHAKA TUAWHĀ CHAPTER FOUR

# HE RARAUKA KŌRERO, TĀTARI ME KĀ WHAKAKITEKA REGIONAL WORKFORCE DATA, ANALYSIS AND INSIGHTS

### KĀ PŪNAHA KAHURU MATUA

## KEY LABOUR MARKET METRICS

WHILE LOOKING TO LEARN AND DEVELOP, THE OTAGO RSLG HAS CONTINUED ONE OF OUR CORE TASKS — MONITORING AND ANALYSING REGIONAL LABOUR MARKET METRICS.

What we can see through these metrics is that Otago is rebounding from Covid-19. While signs point to a turning tide, historically low unemployment levels over the past year have seen labour and skill shortages continue across all Otago's sectors and sub-regions. While this remains a critical issue, economic predictions for many of our most important sectors have improved as New Zealand reconnects with the world. The opportunities ahead are encouraging.

### KEY INSIGHTS INCLUDE:

- For the March 2023 quarter, unemployment in Otago remains at 3.4%,<sup>06</sup> equal to the national rate.
- The seasonally adjusted labour force participation rate for women increased to 67.7% — the highest rate since the series began in 1986.<sup>07</sup>
- Regional underutilisation is at 9.3% (March 2023 quarter), compared to 9.0% nationally.<sup>08</sup> Income (mean annual earnings)<sup>09</sup> in Otago continues to sit slightly below national averages.
- Otago's population is growing.<sup>10</sup> During the Covid-19 pandemic, we saw strong internal migration to the region (inland Otago in particular), and international migrant numbers are now rebounding post-pandemic.

The RSLG is looking forward to working with mana whenua, actors in the Māori labour market and utilising other data sources available to us so that we can gain a better understanding of Māori participation across the regional labour market in the coming year.

### ECONOMY AT A GLANCE:

GDP — LEVEL

**\$15,901**

MILLION IN 2022 PRICES

REGIONAL GROWTH

AT **6.3%** COMPARED  
TO **5.3%** NATIONALLY

### EMPLOYMENT AT A GLANCE:

**132,014**

FILLED JOBS IN 2022

REGIONAL GROWTH

AT **2.2%** COMPARED  
TO **3.0%** NATIONALLY

06. Household Labour Force Survey, Statistics New Zealand, March 2023 quarter

07. Ibid

08. Ibid

09. Linked Employer Employee Data (LEED), Statistics New Zealand, March 2022 quarter

10. Estimated Resident Population, Statistics New Zealand, December 2022



# TE MATAPAE MAHI MŌ KĀ NONOI KAIUAUA KI ŌTĀKOU





## OTAGO'S FORECASTED WORKFORCE DEMAND PRESSURES

The table below is a broad indicator of how workforce demand is forecasted to be distributed across Otago's industries in the future. It takes a forecasted approach, looking at years 2025 to 2028, and takes into account anticipated job openings created through growth, and through people leaving the workforce (e.g. retirement).


It is important to acknowledge the diversity across Otago's sub-regions. Sub-regional industry structures vary, especially when there is an urban and rural distinction. Therefore, it is important to consider sub-regional workforce demand needs alongside the Otago region as a whole.

### KEY

#### SECTOR SHARE OF ALL FORECASTED NEW JOB OPENINGS WITHIN THE REGION.

-  **SIGNIFICANT** 10% or more of the region's forecasted job openings are in this sector.
-  **VERY HIGH** 7-10% of the region's forecasted job openings are in this sector.
-  **HIGH** 5-7% of the region's forecasted job openings are in this sector.
-  Regional (or subregional) demand is higher than national demand.

#### SECTORS WITH STRONG GROWTH BUT A LOW SHARE OF THE REGION'S TOTAL JOB OPENINGS.

-  7% or more of total jobs in the sector are forecasted to be job openings.

Industry - Level 1	Otago Region	Central Otago District	Clutha District	Dunedin City	Queenstown-Lakes District	Waitaki District
Accommodation and Food Services	+	+		+	+	+
Health Care and Social Assistance				+		
Education and Training	+			+		
Retail Trade		+				
Agriculture, Forestry and Fishing	+	+	+			+
Professional, Scientific and Technical						
Manufacturing			+			+
Transport, Postal and Warehousing	+			+	+	
Administrative and Support Services		+			+	
Public Administration and Safety			+	+		
Construction		+	+	+		
Arts and Recreation Services					+	
Other Services						
Rental, Hiring and Real Estate Services						
Wholesale Trade						
Financial and Insurance Services						
Electricity, Gas, Water and Waste Services						
Mining						+
Info Media and Telecommunications						

## SECTOR SNAPSHOTS

# WAAHI NOHO ME KĀ RATOKA KAI ACCOMMODATION AND FOOD SERVICES

The RSLG is committed to providing an up-to-date, regionally-led assessment of Otago's key sectors. In this Regional Workforce Plan (RWP) Update, we revisit the Construction, Accommodation & Food Services, Healthcare & Social Assistance and Food & Fibre sectors that were analysed in the 2022 RWP.

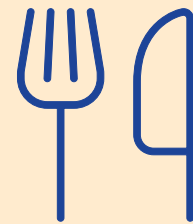
THERE ARE **12,241 JOBS** IN ACCOMMODATION & FOOD SERVICES IN OTAGO, A SLIGHT DECLINE FROM 12,358. THIS REPRESENTED A 9.3% SHARE OF ALL EMPLOYMENT IN THE REGION.

THERE WAS **\$2.8 BILLION** SPENT BY VISITORS TO OTAGO IN THE LAST YEAR. WHILE THIS WAS STILL SIGNIFICANTLY DOWN FROM THE \$4.0 BILLION SPENT BY VISITORS IN THE MARCH 2020 YEAR BEFORE THE PANDEMIC, IT IS UP FROM THE \$2.7 BILLION SPENT IN 2021.



OF A TOTAL OF 12,241 JOBS, AROUND **HALF (48%)** OF ALL EMPLOYMENT IN THE ACCOMMODATION AND FOOD SERVICES SECTOR ACROSS OTAGO IS IN INLAND OTAGO. THE SECTOR ACCOUNTS FOR 13.9% OF ALL EMPLOYMENT IN INLAND OTAGO.

THE 2018 CENSUS SHOWED THAT PEOPLE WORKING IN THE ACCOMMODATION & FOOD SERVICES SECTOR WERE MORE LIKELY NOT TO HAVE A QUALIFICATION THAN THE REST OF THE WORKFORCE IN OTAGO.



THERE IS A PREDOMINANCE OF **PART-TIME WORK** IN ACCOMMODATION AND FOOD SERVICES COMPARED TO THE BROADER OTAGO LABOUR MARKET. FROM AN EARNINGS PERSPECTIVE, THE LOWER NUMBER OF HOURS WORKED, COUPLED WITH LOWER HOURLY PAY RATES, MEANS THAT THE AVERAGE ANNUAL EARNINGS OF SOMEONE IN THE SECTOR IS WELL BELOW THE REST OF THE OTAGO LABOUR MARKET.

THE ACCOMMODATION & FOOD SERVICES SECTOR HAS A MUCH HIGHER SHARE (61.3%) OF YOUNGER WORKERS AGED 15-34 THAN THE OTAGO LABOUR MARKET AS A WHOLE. THERE HAS ALSO BEEN A LIFT, FROM A SMALL BASE, IN THE PROPORTION OF OLDER WORKERS AGED 65+.



## SECTOR SNAPSHOTS

# AHUWHENUA, KĀHERE ME TE HĪ IKA AGRICULTURE, FORESTRY AND FISHING

THE AGRICULTURE, FORESTRY & FISHING SECTOR HAS SEEN A DECLINE IN WORKER NUMBERS IN THE PAST YEAR, WITH **9,988 JOBS** (DOWN FROM 10,347) AND 4,147 (DOWN FROM 4,909) JOBS FOR FURTHER PROCESSING OF PRIMARY GOODS.

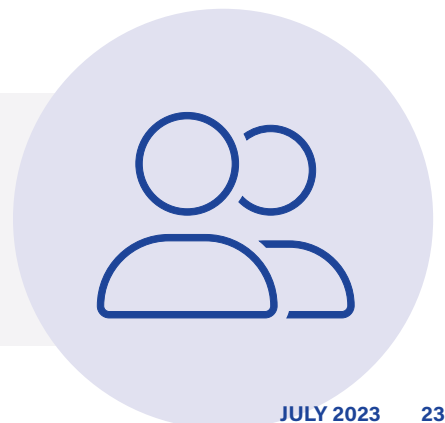
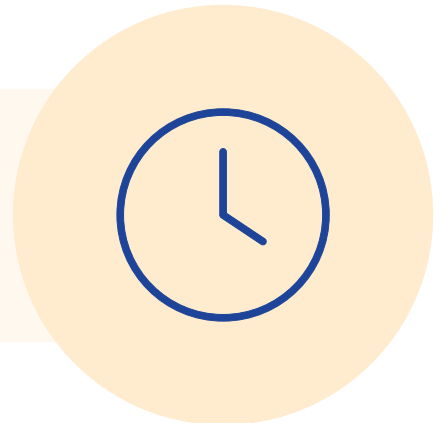
THE AGRICULTURAL SECTOR HAS A HIGH DEGREE OF **SEASONALITY**.

ALMOST **HALF (48.2%)** OF ALL EMPLOYMENT IN THE AGRICULTURE, FORESTRY & FISHING SECTOR ACROSS OTAGO CONTINUES TO BE IN COASTAL OTAGO. A FURTHER 36.4% OF EMPLOYMENT IN THE SECTOR IS IN INLAND OTAGO, WITH THE REMAINDER WITHIN THE BOUNDARIES OF DUNEDIN CITY.

AGRICULTURE, FORESTRY & FISHING WORKERS TEND TO WORK RELATIVELY LONG HOURS, WITH 40.1% OF THE SECTOR WORKFORCE 50-49 HOURS AND 60+ HOURS COMPARED WITH 16.5% OF WORKERS IN THE OTAGO ECONOMY AS A WHOLE.

PEOPLE IN THE AGRICULTURE, FORESTRY & FISHING SECTOR ARE TWICE AS LIKELY TO BE **SELF-EMPLOYED** AS PEOPLE WORKING ACROSS THE OTAGO LABOUR MARKET AS A WHOLE.

THE SECTOR'S WORKFORCE IS RAPIDLY AGING, AND A LACK OF AVAILABLE REPLACEMENT WORKFORCE HAS CONTRIBUTED TO THIS DECLINE. 10.9% OF THE SECTOR WERE 65+ IN 2013, WITH THIS **RIISING TO 12.6% IN 2018**.



## SECTOR SNAPSHOTS

### HAKATAKA

# CONSTRUCTION

WITH **16,038 JOBS** IN THE SECTOR, CONSTRUCTION CONTINUES TO BE A LARGE SOURCE OF EMPLOYMENT ACROSS THE REGION. IT EXPERIENCED SIGNIFICANT GROWTH IN 2022, REFLECTED IN THE 6% EMPLOYMENT GROWTH RATE FOR THE SECTOR, COMPARED TO 2.2% FOR THE OTAGO REGION AS A WHOLE. THIS SUGGESTS A REBOUND TO PRE-PANDEMIC GROWTH.

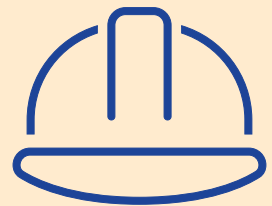
ACCORDING TO INFOMETRICS FORECASTING, EMPLOYMENT IN CONSTRUCTION IN OTAGO IS FORECAST TO **PEAK IN 2023**, THEN PLATEAU TOWARD 2027.

EMPLOYMENT IN THE SECTOR AND THE MAJOR PROJECTS PIPELINE CONTINUES TO BE SPLIT BETWEEN INLAND OTAGO AND DUNEDIN – DUNEDIN PROJECTS SUCH AS THE HOSPITAL BUILD AND VARIOUS UNIVERSITY PROJECTS ARE MAINLY PUBLIC SECTOR FUNDED, WHILE INLAND PROJECTS ARE LARGELY COMMERCIAL.

OTAGO CURRENTLY TRAINS AN INSUFFICIENT NUMBER OF WORKERS LOCALLY EACH YEAR TO MEET OUR LABOUR DEMAND.

AT 27.5%, THE **SELF-EMPLOYMENT** RATE IN CONSTRUCTION IS FAR HIGHER THAN ACROSS THE OTAGO LABOUR MARKET AS A WHOLE (16.9%).

CONSTRUCTION IN OTAGO CONTINUES TO BE CHARACTERISED BY HAVING A MUCH HIGHER SHARE OF WORKERS FROM THEIR MID-20S THROUGH TO THE 40 YEARS AGE BRACKET THAN THE BROADER OTAGO LABOUR MARKET.



## SECTOR SNAPSHOTS

# HAUORA ME KĀ RATOKA ĀWHINA I TE ORAKA HEALTHCARE AND SOCIAL ASSISTANCE

THERE WERE **14,237 JOBS** IN HEALTHCARE & SOCIAL ASSISTANCE IN OTAGO IN 2022, WHICH REPRESENTED A 10.8% SHARE OF ALL EMPLOYMENT IN THE REGION. BY COMPARISON, THE SECTOR ACCOUNTED FOR A 10.4% SHARE OF EMPLOYMENT NATIONALLY. THE SECTOR EXPERIENCED 3.6% GROWTH IN 2022.

FROM AN EARNINGS PERSPECTIVE, THE LOWER NUMBER OF HOURS WORKED MEANS THAT THE MEDIAN EARNINGS OF A WORKER IN THE SECTOR (\$51,100) IS SLIGHTLY BELOW THE REST OF THE OTAGO LABOUR MARKET (\$52,590).

OF A TOTAL OF 14,237 JOBS IN THE SECTOR IN 2022, A VERY LARGE MAJORITY WERE IN DUNEDIN (ALMOST THREE QUARTERS – 73.3%).

THE REGION TRAINS ENOUGH LEVEL 4-7 WORKERS EACH YEAR TO MEET LABOUR DEMAND, BUT THERE ARE INSUFFICIENT PEOPLE TRAINED LOCALLY AT LEVELS 1-3.

THERE IS A PREDOMINANCE OF **PART-TIME** WORK IN HEALTH CARE & SOCIAL ASSISTANCE COMPARED TO THE BROADER OTAGO LABOUR MARKET.

THE HEALTHCARE & SOCIAL ASSISTANCE SECTOR HAS A HIGHER SHARE (38.1%) OF **OLDER WORKERS AGED 50-60** THAN THE REST OF OTAGO LABOUR MARKET (27.6%), ALTHOUGH IT IS GETTING YOUNGER.





### TOHUTOHU, PŪROKO ME TE AROTURUKI

# ADVICE, REPORTING AND MONITORING

## RSLG PUROKO WHANAKETAKA

### RSLG PROGRESS UPDATE

The RSLG is proud of the progress we have made over the last year, as we continue to identify and support better ways of meeting future regional skills and workforce needs across Otago. Below is a report on our progress to date and 'next steps' against our 2023 actions, whilst also including a summary of the actions that have been completed, merged, or continued on from the 2022 Regional Workforce Plan (RWP).

#### **ACTION 1:**

#### **LEAD A FEASIBILITY ANALYSIS FOR A POTENTIAL REGIONAL SOLUTION THAT LOOKS TO MITIGATE SKILLS SHORTAGES.**

- Through engagement and insights gained from our other actions and workstreams, we have begun to map the scope and requirements of this action.
- We have built relationships with key stakeholders and partners via direct member engagement, presentations at RSLG hui, and secretariat facilitation. We have seen increased interest and alignment from our sub-regional partners, many of whom are starting to design and implement initiatives in this space – for example, the Mahi QL workforce initiative in Queenstown Lakes.
- We will continue to leverage off emerging initiatives from sectors and sub-regions that align with this action. Additionally, as the labour market environment evolves, we will ensure that the breadth and scope of this action remains relevant.
- This action continues on from the 2022 RWP.

#### **ACTION 2:**

#### **WORK WITH OTAGO REGIONAL ECONOMIC DEVELOPMENT (ORED), DISTRICT ECONOMIC DEVELOPMENT AGENCIES, TERRITORIAL LOCAL AUTHORITIES AND THE OTAGO MAYORAL FORUM TO ENSURE LABOUR MARKET COLLABORATION ACROSS THE REGION.**

- The RSLG attend and contribute to:
  - Regular Otago Regional Economic Development (ORED) group meetings. The ORED Co-chair is a RSLG member, and the Group has received presentations from other individual ORED members.
  - Sub-regional initiatives such as the Central Otago Labour Governance Group and Mahi QL meetings. We are also working on introducing foundation training initiatives in the Waitaki District.
- We have partnered with ORED to roll out a 'Learn Otago' initiative, which seeks to better co-ordinate informal in-work training in the region. We look to advance this work in partnership with Mahi QL. This action will continue to develop and grow over the next six months, through the joint efforts of ORED and Mahi QL.
- In the coming year, the RSLG will continue to actively collaborate and coordinate with ORED, the Central Otago Labour Governance Group, Mahi QL and in the Waitaki District.
- This action has been formed through a consolidation of Actions 2, 6 and 8 in the 2022 RWP, which all looked to achieve the same goal.

#### **ACTION 3:**

#### **ADVOCATE FOR OTAGO, OUR BUSINESSES, & OUR WORKERS IN OUR ENGAGEMENT WITH CENTRAL GOVERNMENT POLICY TEAMS.**

- Through our engagement in the region, it has become clear that a primary concern of our stakeholders is the vulnerability of their communities regarding their ability to respond to sudden events and economic mega-trends. As part of our revised thematic approach to workforce planning, we will work with these communities to better understand and define their vulnerability and will facilitate the sharing of information with relevant agencies and stakeholders.
- We will continue to publish and distribute quarterly Local Insights Reports (LIRs), communicating the 'on the ground' labour market challenges and opportunities of our region.

- Our 2022 Regional Workforce Plan and 2023 Update was written in consultation with over 300 regional labour market actors, and we will continue to engage across the region as we further refine and implement our Plan.
- This action continues on from the 2022 RWP.

#### **ACTION 4:**

### **GAIN A BETTER UNDERSTANDING OF MĀORI PARTICIPATION ACROSS THE REGIONAL ECONOMY THROUGH DATA ANALYSIS AND COLLABORATION WITH MANA WHENUA AND MĀORI.**

- We have undertaken an initial scan of potential sources of data on the Māori labour market in Otago.
- An initial hui with mana whenua was held in June 2023, to commence a formal dialogue on Māori regional workforce aspirations in Otago.
- Our Co-chairs have represented the group at various hui with Māori throughout the region over the last six months, including at Moeraki marae.
- We organised a hui at Puketeraki marae, which included a discussion about shared objectives and strengthened partnership.
- Connections have been made with Aukaha (a mana whenua-owned consultancy) and KUMA (the Southern Māori Business Network). Both organisations are represented in the Otago RSLG membership.
- We will continue to engage with actors in Otago's Māori labour market to fill knowledge gaps and gather data to support our insights.
- We have hui at both Moeraki and Ōtākou marae planned for 2023.
- Our Māori Participation & Collaboration rōpū (the RSLG sub- group responsible for this action) have recognised that Actions 4 and 5 from the 2022 RWP are intertwined and work toward the same outcome, so these actions have been combined into this one for 2023.

#### **ACTION 5:**

### **COLLABORATE WITH EDUCATION PROVIDERS TO ENSURE CAPABILITY UPSKILL IN CHANGING TECHNOLOGIES IS A PRIORITY IN LEARNING PROVISION.**

- We have completed a spotlight on the role of technology in the workplace, and the workforce development response that will be required.
- Development and deployment of training that builds technical capability across the workforce (including workplace decision makers) will be a focus for the RSLG moving forward, including through our Skills for Technological Change spotlight.
- This action continues on from the 2022 RWP.

#### **ACTION 6:**

### **COLLABORATE WITH GROUPS THAT AIM TO BETTER EQUIP THE OTAGO WORKFORCE FOR TECHNOLOGICAL CHANGE.**

- We have completed a report on digital connectivity in the Otago region which has shown that we need to weave in digital access considerations into the work of this action.
- Actions 7 and 16 in the 2022 RWP have been completed, and the resulting outputs will help to inform this action going forward.

#### **ACTION 7:**

### **COLLABORATE WITH REGIONAL INITIATIVES THAT ADDRESS CLARITY OF PATHWAYS INTO, AND THROUGH, EMPLOYMENT.**

- We have advanced this action by partnering with the Central Otago Labour Governance Group, Workforce Central Dunedin, Mahi QL, the Central Otago Pathways Group, and the Waitaki foundation learning initiative.
- We will continue to engage with these entities and provide support for initiatives and workstreams that emerge from their mahi.
- This action continues on from the 2022 RWP.

#### **ACTION 8:**

### **COLLABORATE WITH INITIATIVES THAT SEEK TO INNOVATE REGIONAL EDUCATION AND TRAINING PROVISION AND PROVIDE REGION-CENTRIC RECOMMENDATIONS TO VOCATIONAL EDUCATION SYSTEM ENTITIES.**

- We will continue to scan for and highlight innovation in education and training provision to our local and national-level partners.
- To date, we have formed partnership and information sharing channels with the Central Otago Pathways Group, Energy Academy, Queenstown Resort College and Te Pūkenga.
- This action continues on from the 2022 RWP.

#### **ACTION 9:**

### **EVALUATE UNTAPPED POTENTIAL IN THE OTAGO LABOUR MARKET TO BETTER UNDERSTAND THE UNIQUE NEEDS AND BARRIERS THAT EXIST WHICH PREVENT/ HINDER PARTICIPATION IN THE WORKFORCE.**

- This action correlates to the untapped potential in the Otago labour market theme we have identified in this RWP Update. We have established a sub-group to collaboratively analyse the issue from both supply-side and demand-side perspectives.
- This new action is a culmination of the work that has come from Actions 17 and 18 in the 2022 RWP which have been completed.

# RSLG KUPU TOHUTOHU KI TE AMORAKI MĀTAURAKA MATUA

# RSLG ADVICE TO THE TERTIARY EDUCATION COMMISSION

This section contains extracts of the advice we provided to the Tertiary Education Commission (TEC) in April 2023. The advice is to enable the TEC and other parties in the tertiary education system to prioritise tertiary educational provision, provide targeted careers advice, and make improvements to the regional delivery of training.

## REGIONAL CONTEXT AND WORKFORCE ASPIRATIONS

In Otago there are currently not enough people for the number of jobs available, a result of demographic trends including declining birth rates and aging population. Lifting workforce productivity is a key strategy to address this issue. The Otago Regional Skills Leadership Group (RSLG) is developing a themes-based approach to how workforce planning can support lifting productivity and exploring different approaches to the provision of education and training is a key component of this.

Our aspiration to develop an equitable, responsive, and sustainable labour market system that supports everyone in Otago to thrive remains. This will be achieved through whole of region coordination, transformational change in education, building capability across the labour market and ensuring quality (and equality) of life.

## KEY THEMES OF OUR ENGAGEMENT WITH WDCS AND TEOS

The Otago RSLG has engaged with Workforce Development Councils (WDCs) and Tertiary Education Organisations (TEOs) in-region. Some key themes/ areas of focus that were identified include:

- Māori and Pasifika workforces.
- Employability/transferable skills.
- Support for pastoral care of ākongā (learners) in work.
- The development of a Trade Assistant entry qualification by Hanga-Aro-Rau WDC and Waihanga Ara Rau.

## TERTIARY EDUCATION SPECIFIC ADVICE

- Otago RSLG is concerned about disparate tertiary provision across the region.
- Engagement with workplaces suggests that workers and employers require more flexible learning options.
- Basic literacy requirements are a barrier for many workers to engage with further education.
- Training is needed to best prepare ākongā to adapt to new skills and incorporate emergent technology in all fields.

## CAREERS SYSTEM SPECIFIC ADVICE

The Otago RSLG has identified a lack of consistent and timely careers advice.

Engagement with employers, ākongā and workers has indicated that there is frustration with the careers system not providing timely information regarding pathways, sector skill requirements, and learning/ training options.

The Otago RSLG has had engagement with the Energy Academy and would like to highlight some of their approaches in this advice. Whilst their focus is on the Energy sector, we think that they have developed some interesting concepts to address systemic issues which could be useful if applied across other sectors.

The RSLG also communicated to TEC the forecasted sector demand profile for the region. Please see chapter four for one of the primary heatmaps we used.

# KĀ KUPU WHAKAMIHI ME KĀ MEMA O TE RSLG

# ACKNOWLEDGEMENTS

# AND RSLG MEMBERS

## ACKNOWLEDGEMENTS

The Otago RSLG would like to sincerely thank our stakeholders and partners throughout the region. We recognise the extraordinary stressors that you have faced over the last 12 months, making the unfailing generosity and co-investment in our mahi even more valuable. Ngā mihi nui ki a koutou katoa.

## OTAGO RSLG MEMBERSHIP

Laura Black .....	<b>CO-CHAIR</b> Kaihautū — Director of Methodist Mission Southern
Karen Coutts.....	<b>IWI CO-CHAIR</b> Independent Director (Ngāi Tahu, Te Aitanga-a-Māhaki)
Ashlea Muston .....	Organiser — Public Service Association
Claire Porima .....	Tumuaki/Chair — KUMA Southern Māori Business Network (Ngāti Hikairo)
Daryl Carran .....	National Secretary — New Zealand Meatworkers Union
Jo Allison .....	Manahautū — Te Whakaawa/General Manager Corporate Services (Te Rūnanga o Ngāi Tahu)
Mark Patterson.....	Farmer Owner/Operator
Mike Collins .....	Chief Executive Officer — Business South Inc, Otago Chamber and Southern Employers
Nick Lanham .....	Economic Development Manager — Central Otago District Council; Co-Chair — Otago Regional Economic Development Group
Rachel Wesley .....	Chief Executive — Aukaha (Kāi Tahu, Kāti Māmoe, Waitaha)
Sharon Fifield .....	Chief Executive — Queenstown Business Chamber of Commerce
Steph Voight .....	Regional Public Service Commissioner Otago/Southland
Emma Hamilton .....	Southern Regional Labour Market Manager — Ministry of Social Development (Permanent official)
Ginny Howden .....	Regional Public Service Director — Otago (Permanent official)



**Te Kāwanatanga o Aotearoa**  
New Zealand Government



For more information on the Otago RSLG or to learn more about our members, mahi and kaupapa, visit:

<https://www.mbie.govt.nz/business-and-employment/employment-and-skills/regional-skills-leadership-groups/otago/>

You can also contact the Secretariat and sign up to our mailing list at: [OtagoRSLG@mbie.govt.nz](mailto:OtagoRSLG@mbie.govt.nz)