

# Southland Murihiku

REGIONAL WORKFORCE PLAN  
TE RAUTAKI HUKA MAHI Ā ROHE

**JULY 2023 UPDATE**



Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku

# Te Kāwanatanga o Aotearoa

New Zealand Government



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## Southland Murihiku Regional Workforce Plan

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# He kupu whakataki nā tētahi o kā Kaiwhakahaere

## Foreword from Our Co-chair

Kia ora

I write this foreword to Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku (RSLG) 2023 Update of the Regional Workforce Plan (RWP) as the out-going Co-chair. In June of this year, I will have completed my second term as Co-chair of the Murihiku RSLG. I was one of the original membership and it is now time for someone else to carry the mantle of this inspiring kaupapa.

To my past iwi/Māori Co-chairs, Aimee Kaio and Tracey Wright-Tawha, thank you for your support, insights, humour and willingness to share your tikanga. Ngā mihi nui. True partnership works when the Co-chairs and the wider group are all committed to a common kaupapa. That is what I have witnessed, and has been one of the great joys of having Co-chaired the Murihiku RSLG.

The Murihiku RSLG is one of 15 groups across the motu that bring regional flavour to labour market insights. While Murihiku has seen progress since the RSLG's inception in 2020, ongoing and increasing economic uncertainty has been a constant reality. However, we have seen strengthened connection, collaboration and alignment between key agencies across the region, and I am grateful for the support the RSLG has received from our valued partners.

Our inaugural 2022 RWP was underpinned by four aspirations for Murihiku's labour market. It also focused on five pou, and produced a set of prioritised actions. This update presents an opportunity to simplify our action plan, so that our stakeholders can see how our actions align with the aspirations, and the progress we are making against them.

Our mahi couldn't exist without data – and at times, access to good quality data for the region has been complicated (albeit improving). So, in 2021 we commissioned our own research into the region's labour demand, and in 2022 we undertook research into underutilisation within our labour market.

Our success as a region will be a reflection of how smoothly vocational skill acquisition occurs and how adaptive and agile our workplaces are. While the RWP is written by the RSLG, it reflects our region's views and the action that we all need to take. We invite your feedback on our completed and/or planned mahi either via our members, or the MBIE Secretariat.

The labour market challenges and opportunities across Murihiku have never been more significant. We acknowledge that access to, and progression across, our labour market is not equitable, and there are areas of significant deprivation within Murihiku which illustrate the need for systemic change. We have framed that overarching challenge simply as, we leave no-one behind.

If that's a measure of success for our labour market, we still have a long way to go. But we are determined to get there, and I look forward to seeing the RSLG continue to make progress in realising our aspirations over the coming years.

*E tū ki te kei o te waka, kia pakia koe e kā karu o te wā.*

Stand at the stern of the waka and feel the spray of the future, biting at your face.



Kā mihi

**Paul Marshall**

**Co-chair | Murihiku Regional Skills Leadership Group**

*Te Kaiwhakahaere i kā Pūkeka ā-rohe o Murihiku*

Kia ora

*Kai te tuhi au i tēnei kōrero hōu ki Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku mō te Rautaki Huka Mahi ā Rohe 2023, i a au e wehe atu ana i te tūraka o te Kaiwhakahaere. I te marama o Māruaroa, ka oti i a au taku nohoka tuarua hei Kaiwhakahaere o Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku. Ko au tētahi o te Kāhui mai i te tīmatataka, nā reira e tika ana kia tukuna atu te rākau ki tētahi atu kia kawea ai te kaupapa whakahirahira nei ki mua.*

*Ki aku hoa whakahaere o mua, ki a Aimee Kaio kōrua ko Tracey Wright-Tawha, tēnā rawa atu kōrua i tā kōrua tautoko mai, i kā mōhiotaka, i te wairua whakakata me tō kōrua kaha ki te whakamārama mai i ā kōrua tikaka. Naia te owaha nui ki a kōrua tahi. Ka kitea mai kā hua o te honoka tūturu i te wā ka mahi kātahi kā Kaiwhakahaere me te katoa o te Kāhui i ruka i te whakaaro kotahi. Koina tāku i kite ai i tēnei rōpū, ā, nā whai anō taku manawareka ki te tū hai Kaiwhakahaere mō Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku.*

*Ko tō mātau Kāhui ki Murihiku, tētahi o te kahuru mā rima o kā rōpū puta noa i te motu e whakauru ana i kā whakaaro ā rohe ki kā māramataka o kā tūka mahi. He whakatūtukitaka ko kitea e mātau mai i te tīmatataka i te tau 2020, ekari ko kaha pākia hoki e te pikika me te karawhiu o kā pōkaikahataka i te ao ōhaka whānui. Ahakoa tērā, ko renarena kā muka honoka, kā muka takata me te hākaitaka o kā mahi i waeka i kā rōpū matua o te rohe nei, nā reira, me mihi ka tika ki kā haumi o Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku i tā koutou tautoko nui.*

*E whā kā wawata matua mō kā tūka mahi ki Murihiku i te pūtaketaka o tā mātau Rautaki Huka Mahi ā Rohe tuatahi i te tau 2022. I arotahi atu taua puka ki kā pou e rima, ā, i puta hoki i a mātau ētahi mahi matua kia whakatūtukihia. I roto i tēnei kōrero hōu, ka āhei mātau ki te whakamāmā i tā mātau mahere mahi kia kitea mai e kā huka whai pāka te hākaitaka ki kā wawata, me kā whakatūtukitaka o aua wawata.*

*Mēnā kāhore he rarauka, kāhore hoki ā tātau mahi – ā, i ētahi wā, he uaua ki te whai wāhi ki kā rarauka pai mō tō tātau rohe (ahakoa e piki haere ana te kouka). Nā reira, i te tau 2021 i tonoa e mātau he rakahau mō kā tūka mahi e hiahia ana i te rohe, ā, i te tau 2022 i rakahaua kā tūka mahi e noho wātea ana i te rohe.*

*Ka tohua te akitūtaka o te rohe e te pai o te haereka o kā tūmomo kaupapa whakakuku takata me te hā kai o kā wāhi mahi ki kā hiahia me kā tikaka o te wā. Ahakoa i tuhia te Rautaki Huka Mahi ā Rohe e Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku, ko kā whakaaro o roto he mea i ahu mai i kā whakaaro o te hapori nui tou, me kā whakaaro whānui ki kā ara tika kia takahia e tātau. Tēnā, mēnā he whakaaro ōhau ki kā mahi i mahia kēhia me ērā e whakaritea ana, tukuna mai ki kā mema o tō mātau Kāhui, ki te huka hekeretari o MBIE rānei.*

*Kāore he wā anō e kitea ana te nui o kā taero me kā āheita i te ao o kā tūka mahi ki Murihiku nei. E mōhio ana mātau, kāore he hua taurite mō te katoa o kā tākata ki te whakauru atu ki roto i te ao mahi, me te pikika hoki i roto i kā tūka mahi. He nui hoki te pōharataka i Murihiku, nā reira me aro ki te hurihaka pūnaha, ka tika.*

*Mehemea he tohu akitū tērā ā ō tātau tūka mahi, he roa tou te ara kai mua i ō tātau aroaro kia whakatinanahia. Ahakoa tou, e pūtohe ana mātau kia tae atu ki taua taumata, ā, e hikaka ana au ki te mātaki atu i te Kāhui e whakatūtukihia ana ō tātau wawata i kā tau e tū mai nei.*

*E tū ki te kei o te waka, kia pakia koe e kā karu o te wā.*

Kā mihi

**Paul Marshall**

**Co-chair | Murihiku Regional Skills Leadership Group**

*Te Kaiwhakahaere i kā Pūkeka ā-rohe o Murihiku*

# He aha kai roto i tēnei puka?

## What's in this Document?

This 2023 Regional Workforce Plan (RWP) update provides an opportunity to reflect on our mahi, reshape our areas of focus and make plans for emerging and evolving sectors. This document is an update of the 2022 Regional Workforce Plan.

It is important to note that this document should be read alongside the 2022 Regional Workforce Plan. Visit:

<https://www.mbie.govt.nz/southland-murihiku-rslg>

The document is structured through the following sections:

### Tā Mātau Haereka, Tō Tātau Rohe Our Journey, Our Region

We reintroduce Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku (RSLG) and our aspirations, and revisit our initial Regional Workforce Plan Pou – alongside updated statistics about the Murihiku region.

### He Whakaaro ki te Ara i Takahia – 2022 He Kōrero Hōu mō Te Rautaki Huka Mahi ā Rohe Reflections on Our Progress

We've marked progress against aspirations introduced in our 2022 Regional Workforce Plan, noting the successes and challenges we have faced along the way. We acknowledge the efforts of our regional stakeholders and partners, as they committed to a regionally joined-up approach in planning and implementation.

### Kā Taero me kā Āheitaka kai mua i Tō Tātau Rohe

#### Challenges and Opportunities for the Region

The 2022 RWP clearly articulated the need for our region to be resilient in the face of challenges affecting our regional, national and global economy. In this document we expand on our role as RSLG as the region faces ongoing uncertainty and challenges from several aspects.

### He Whakaaro ki te Ara i Takahia – 2022 He Kōrero Hōu mō Te Rautaki Huka Mahi ā Rohe Spotlight on Emerging and Evolving Sectors

The update shines a spotlight on three regionally important sectors for consideration of workforce and education requirements:

- Te Pūkao Whakahou – Te Hauwai | Renewable Energy – Hydrogen
- Te Ahumoana | Aquaculture
- Kā Mahi Waihaka | Construction

### Ā Mātau Mahi – Kua Arotahihia Our Actions - Refocused

Our 2022 RWP included an Action Plan representing the RSLG's core areas of focus. We identified a series of priority actions that were core to our future work programme, and had a short to medium term impact horizon (6-12 months to 1-2 years). In most cases, we have achieved our objectives. Our priority actions have now become part of our core mahi, enabling us to refocus the nature and scope of our 2023 actions.

### Tā Mātau kupu Whakamāherehere ki Te Amorangi Mātauranga Matua (TEC) Our Advice to the Tertiary Education Commission

Advising the Tertiary Education Commission (TEC) on new and evolving tertiary education needs in our region is a key responsibility for RSLGs. The first tranche of TEC submissions was completed by all RSLGs in April 2023. A summary of our submission is provided within this document.

# Tā Mātau Haereka, Tō Tātau Rohe

## Our Journey, Our Region

### WHO WE ARE

Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku (RSLG) is the southernmost Regional Skills Leadership Group, and incorporates Southland District, Gore District, Invercargill and Bluff, and Rakiura. We work in partnership with the four Papatipu Rūnaka across the region.

The aim of the RSLG is to develop a **thriving regional labour market to transform the lives of all people living in Murihiku, both now and in the future.**

The RSLG is also seeking to **ensure that Māori are enabled to meet their aspirations relating to economic resilience and capability as Tangata Whenua and as citizens.**

- Te Tumu Taiohi | Rakatahi – the future of our region and a taoka that needs to be respected and nurtured, so the full potential of every young person in the region can be unlocked.
- Te Whatu Rourou | Food and Fibre – the foundation of our regional identity that holds a place of pride for its people.
- Te Ohu Waihaka | Manufacturing and Engineering – the ‘engine-room’ of Murihiku, from large firms processing the region’s abundance of primary products through to award-winning high-tech manufacturing.
- Te Tōpuni Oraka | Health Care and Social Assistance – fundamental to the health and wellbeing of the people of Murihiku, and a major consideration in attracting new people to the region as well as retaining the existing population.
- Te Pou Whakauwhi | Tourism and Hospitality – the ‘show-case’ for Murihiku, key to attracting both visitors and new residents to the region.

Our 2022 Regional Workforce Plan included an Action Plan representing the RSLG's core focus. We identified a series of priority actions that were core to our future RSLG work programme, and had a short to medium term impact horizon (6-12 months to 1-2 years).

Our early focus was leading the coordination, activation, and monitoring of these actions where appropriate. We recognised that our role in some actions was collaborating with key regional stakeholders and partners to support, and in some cases lead, detailed design and implementation.

In most cases, we have achieved our objectives. Our priority actions have become part of our core mahi, enabling us to refocus the nature and scope of our 2023 actions. This will be an iterative process as our plan evolves.

Find out more about the 2022 Regional Workforce Plan Visit:

<https://www.mbie.govt.nz/southland-murihiku-rslg>

### OUR FOUNDATION ASPIRATIONS

Our mahi is underpinned by four foundation aspirations:

**Aspiration One** - Murihiku has strong collaboration across its leadership and community ensuring all labour market planning and investment leads to high quality, equitable impacts for the region.

**Aspiration Two** - Murihiku has the skills, flexibility, and resilience to meet current and future labour market demands.

**Aspiration Three** - Te Ao Māori world view is embedded within everything we do, guiding our thinking to promote trust, understanding, empathy and compassion.

**Aspiration Four** - All employers in the region are considered great places to work. Murihiku is an employee's region of choice.

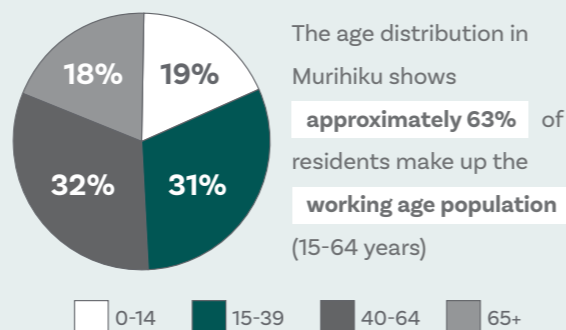
### OUR 2022 REGIONAL WORKFORCE PLAN

In July 2022, the RSLG released the inaugural Regional Workforce Plan for Murihiku.

At the core of the RWP is regional coordination and problem-solving, to inform investment decisions that help address our labour market issues - whilst harnessing future opportunities in the region.

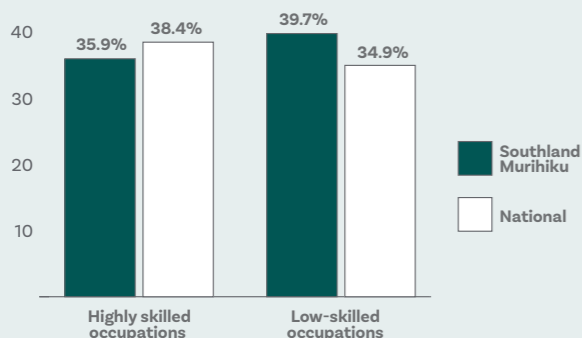
The 2022 RWP explored one demographic group and four sectors which became our Pou, being:

### OUR REGION NOW<sup>1</sup>



The StatsNZ Household Labour Force Survey (March 2023 Quarter) shows Murihiku's unemployment and underutilisation rates are low, and participation and employment rates are high.

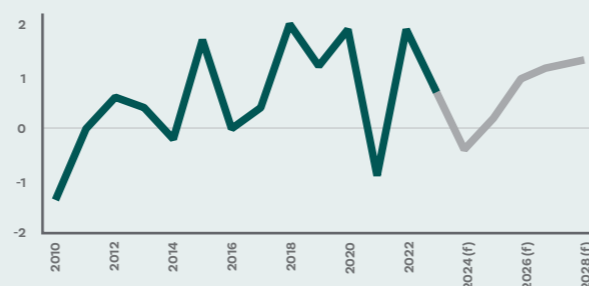
Approximately 35.9% of Murihiku's workforce was employed in highly skilled occupations in 2022. This is lower than the national rate (38.4%).



Approximately 39.7% of Murihiku's workforce was employed in low-skilled occupations, higher than the national rate (34.9%).



The number of filled jobs in Murihiku's total economy averaged 55,624 in the year to March 2022. Employment grew by 1.9%.



Employment growth averaged 0.8%pa over the past 10 years, and is forecast(f) to grow by 0.7%pa between 2023 and 2028.

### OUR 2022 POU

- Agriculture, Forestry & Fishing**  
9,630 employees  
17.3% of our regional economy
- Health Care & Social Assistance**  
5,450 employees  
9.8% of our regional economy
- Manufacturing & Engineering**  
8,240 employees  
14.8% of our regional economy
- Tourism & Hospitality**  
2,850 employees  
5.6% of our regional economy

# He Whakaaro ki te Ara i Takahia – 2022 He Kōrero Hōu mō Te Rautaki Huka Mahi ā Rohe

## Reflections on Our Progress – 2022 Regional Workforce Plan Update

The following summary presents the progress made since publishing the first Regional Workforce Plan in 2022, and how this progress is aligned with our foundation aspirations.

**Murihiku has strong collaboration across its leadership and community ensuring all labour market planning and investment leads to high quality, equitable impacts for the region.**

Established strong and productive connections with Workforce Development Councils, Industry Transformation Plans, the Tertiary Education Commission (TEC) and Te Pūkenga.

- Worked with Te Pūkenga Southern Institute of Technology (SIT) to understand current vocational education provision and programme delivery (and gaps in provision). The RSLG then developed advice to inform TEC on new or preferred ways of delivering training across Murihiku.
- Provided regular Ministerial updates, and informed our stakeholders and partners through quarterly Local Insights Reports and Co-chair briefings.
- Worked in partnership with Murihiku Just Transition workstreams, particularly in relation to worker transitions, business transitions and long-term planning. The RSLG will continue working alongside Just Transition to support development and implementation of key projects as they emerge, particularly through Beyond 2025 Southland.
- Partnered with Beyond 2025 Southland regional long-term plan to collaboratively deliver the Skilled Workforce Development workstream, with a Terms of Reference established to guide this process.

- Participated in a Business Clustering Workshop hosted by the Southland Business Chamber to explore relevance to local businesses. Clustering has also been proposed as a potential solution within our underutilisation study. We will also connect into Just Transition clustering proposal as opportunities are confirmed.
- Appointed a Youth Member, and confirmed the need to establish a youth rōpū to support the youth member and incorporate an increased youth voice to inform our workforce planning.

**Murihiku has the skills, flexibility, and resilience to meet current and future labour market demands.**

Connected stakeholders through hui e.g., Te Pūkenga SIT is now working with the New Zealand Aluminium Smelter Tiwai Point (NZAS) to map in-house training against NZ qualifications.

- Worked to identify and provide solutions to work-based learning challenges and opportunities associated with the Te Pūkenga model, particularly in relation to capacity and capability within local businesses.
- Developed working relationships with other relevant RSLGs, Aquaculture NZ, Te Pūkenga SIT, Just Transition, Kānoa and Sector Workforce Engagement Programme (SWEPP) to explore funding and workforce needs for Aquaculture as an emerging sector.
- Developed and launched a co-branded (RSLG/Beyond 2025 Southland/Southland Business Chamber) Southland Murihiku Employer Workforce Survey focused on challenges faced in attracting and retaining staff.





- Developed and launched a co-branded (E Tū/ RSLG/Beyond 2025/Southland Business Chamber/ Just Transition) Southland Murihiku Decent Work Survey (for employees) focused on jobs and working conditions, to understand what decent work looks like for people across the region.
- Completed a deep dive report into youth at risk of limited employment (YARLE) and young people not engaged in education, employment or training (NEET) profiles in the region, and a separate research report on underutilisation and underemployment within Murihiku's labour market.

**Te Ao Māori world view is embedded within everything we do, guiding our thinking to promote trust, understanding, empathy and compassion.**

- Sourced Māori business data to understand the profile of Māori-led tourism businesses in Murihiku, and contributions to the region's economy across the board. This data will inform RWP actions to better support Māori business within the region.
- Collaborated with representatives of Te Whatu Ora to understand and support equitable recruitment practices for Māori.
- Continued collaboration with Murihiku Regeneration on the development of the Secondary Transitions Action Planning Pathway project.
- Worked to align RWP actions with He Kai Kei Aku Ringa (Crown-Māori Economic Development Strategy).

**All employers in the region are considered great places to work. Murihiku is an employee's region of choice.**


- Identified a need to showcase models of 'good business practice', including work-based learning, employment models focused on improving working conditions, social procurement, recognition of learning differences, and living wage.
- Connected with employers across the region showcasing examples of good and innovative practice in rakatahi employment models.

- Supported initiatives to promote Murihiku businesses as employers of choice for rakatahi, including Southland Youth Futures and SOREC (Southland and Otago Regional Engineering Collective).
- Explored potential for a social procurement business award to be developed in partnership with Southland Business Chamber, based on insights gathered from a social procurement workshop hosted by E tū.
- Hosted Learning Difference Aotearoa at our monthly hui, to understand challenges and opportunities associated with learner differences, as both employers and employees.
- Actively participated in the Beyond 2025 Southland Retention and Attraction workstream.

Alongside the work that the RSLG has progressed, we have also completed two of our 2022 RWP actions:

- Undertake research and analysis to better understand the opportunities provided for those categorised as 'underutilised' in the labour market (Action 5).
- Explore integrating Drivers Licensing into the education system or establishing a pipeline to speed up the process of licensing (Action 13).

For a comprehensive overview of our progress, visit:

 <https://www.mbie.govt.nz/southland-murihiku-rslg>

# Kā Taero me kā Āheitaka kai mua i Tō Tātau Rohe

## Challenges and Opportunities for Our Region

Murihiku is an attractive, vibrant and affordable place for people to live, work and play. This, combined with the fact that we are living in a time of unprecedented change, means we have the chance to shape and drive several significant opportunities for our region. Those opportunities stem from the Just Transition programme, long term planning processes, the emergence of new industries, and a collective desire by key stakeholders to work together.

However, to realise these opportunities, we need to address the challenges we are facing in a complex socio-economic environment.

The 2022 Regional Workforce Plan clearly articulated the need for our region to be resilient in the face of challenges affecting our regional, national and global economy. We acknowledged the ongoing impact of a pandemic on our current and future workforce, and our ability to adapt to the challenges that environment brings. We also noted uncertainty around the continued operation of New Zealand Aluminium Smelters Tiwai Point (NZAS Tiwai Point).

While we operate in a continually evolving world, the impacts of uncertainty have compounded. The subsequent challenges from a skills and workforce perspective are complex and interrelated:

- **NZAS Tiwai Point** – at the time of writing, a decision on the smelter's future past 2024 has not been confirmed. The RSLG continue to gain insights regarding potential support for NZAS Tiwai Point workforce transition planning. This includes understanding the skills available for redeployment, potential ramifications surrounding lack of transferability, and the overall focus on access to decent work for all workers and contractors.
- **Te Pūkenga SIT Contributions to Murihiku** – a recent BERL (Business and Economic Research Limited) study commissioned by Te Pūkenga SIT found Te Pūkenga SIT contributes about \$157.1 million to the region's economy annually, equating to \$508.5 million in GDP from 2018 to 2022. Zero Fees is a contributing factor to these economic benefits as a key driver for student enrolment. The study found 40% of Te Pūkenga SIT graduates are employed by local businesses on completion of study, representing a significant pool of labour for the region. While the scheme remains in place until the end of 2023, loss of the scheme could result in considerable reduction in enrolments, and

therefore a reduction in the availability of a skilled workforce across the region.

- **Health Care Provision** – a lack of workforce (both specialist and non-regulated) that are skilled in the delivery of health care services across primary, secondary and community based settings is adding pressure to existing staff and ongoing service delivery. The Health System in New Zealand is undergoing massive transformation. This has created uncertainty around the future of health care provision - particularly regarding how the disestablishment of DHBs has impacted staff.
- **Wellbeing of the Workforce** – health services, including aged residential care services and social support services are over-stretched, and staff are at increased risk of burnout. This is similar for those in tourism and hospitality, where long working hours required by existing staff to cover ongoing labour shortages exacerbates existing strains. Capability to meet increased demand is diminishing.
- **Community Vulnerabilities** – disparities in health service distribution have a disproportionate impact on the rural population. The inability to enrol with a GP is a deterrent for people wanting to relocate and/or stay in the region. Attraction and retention issues can be more significant in communities that have a greater reliance on a major industry subject to seasonality (i.e., tourism in Te Anau). These communities are more vulnerable to economic shock and fluctuations in workforce availability.
- **Border and Immigration Changes** – Covid-19 border restrictions have eased, bringing some relief to the workforce, but we are now faced with the challenge of losing staff to overseas opportunities again. Changes to the Immigration NZ Green List have added additional Health Care related roles, which has both positive and negative impacts for the sector (greater number of potential staff, but exemptions from median wage for health care assistants may mean that staff are not as highly paid as they should be).
- **Cultural Disparity** – there is significant underrepresentation of Māori and Pacifica in the health care work force, which needs to be addressed against the needs of our aging demographic. Attraction and retention are a key piece to support the needs of Māori and Pacifica workforce, where negative perceptions of workplace environments are of particular concern. The

needs and aspirations of rakatahi must be valued when considering the growing number of rakatahi Māori and Pacifica youth in New Zealand who will make up a greater proportion of our future workforce.

- **Attraction and Retention** – attracting staff is an ongoing challenge across the region, particularly rurally. Employers are struggling to retain existing staff (a greater challenge now borders are open) or find new employees in what is a very tight labour market (unemployment in Murihiku was 3.3% at March 2023)<sup>2</sup>. Industry perceptions and expectations are often the biggest barrier to rakatahi choosing to enter certain roles. Housing shortages present an additional challenge for the labour market and is a key challenge for attracting people to the region. However, the housing situation in Murihiku is a key consideration for the Beyond 2025 Southland Regional Plan.
- **Education and Qualifications** – attainment timeframes mean there is no short-term fix to fill vacancies for medium to highly skilled roles without attracting staff from other regions, or overseas.
- **Access to Regional Statistics and Data** – due to Murihiku's population size, boundary differences in statistical data sets, and frequent grouping of Murihiku with Otago, access to regionally specific statistics can be challenging and limits our ability to provide evidence-informed insights to the region. The RSLG recognise the importance of regional statistics to make regional decisions, particularly where statistics can be used as evidence at a national level to inform policy decisions. The RSLG also supports the prioritisation of data as one of five key enablers in the Beyond 2025 Long Term Plan, including investigation into Data Southland (regional data repository).

The constantly evolving nature of our economy puts an even greater emphasis on our need to be agile in responding to changing workforce and skills needs.

What is certain is that we need to recognise and adapt to new challenges and opportunities. Our refocused actions have been developed through the lens of our foundation aspirations to identify measures we can take as a region.

Our inaugural RWP focused on our current labour market needs, while acknowledging that opportunities associated with new and emerging sectors could be on the horizon. These new and emerging sectors offer significant opportunities for our region via job creation, diversification and growth. The availability of a skilled workforce is imperative to our ability to realise those opportunities.

In this update of the RWP we have chosen to spotlight the needs of **Aquaculture, Renewable Energy (Hydrogen) and Construction**, as evolving and emerging sectors vital to the future of our region. The next section considers these sectors in more detail and introduces steps that can be taken by the region to support their labour market needs.

## He Tirohaka ki Kā Rā kai Mahi Hou

### Emerging and Evolving Sectors

The 2023 Regional Workforce Plan Update shines a spotlight on three sectors important to the region, particularly in terms of their workforce and education requirements:

- Te Pūkao Whakahou – Te Hauwai | Renewable Energy – Hydrogen (Emerging)
- Te Ahumoana | Aquaculture (Emerging)
- Kā Mahi Waihaka | Construction (Evolving)

The needs of each sector have been considered alongside foundation aspirations and our existing pou:

- Te Tumu Taiohi | Rakatahi
- Te Whatu Rourou | Food and Fibre
- Te Ohu Waihaka | Manufacturing and Engineering
- Te Tōpuni Oraka | Health Care and Social Assistance
- Te Pou Whakauwhi | Tourism and Hospitality

We recognise these additional sectors are not the only areas of significance or importance for Murihiku's labour market. The RSLG will continue to assess the evolving needs of the region and be agile in considering further sectors and demographics in the future. We will also connect into Just Transition clustering and other business transition projects as opportunities are confirmed.

Renewable Energy and Aquaculture are included in recognition of their significant regional and national potential, both in terms of employment and contribution to GDP. Both sectors have been allocated funds as part of the Just Transition process, recognising their potential to raise confidence in the region by driving outcomes such as strengthening regional resilience, developing pathways for decent work, and building economic diversity.

While their regional employment and GDP contribution may currently be small, we recognise the future potential of these emerging sectors. Therefore, we are planning for the skills and workforce needs of these and supporting sectors, now. We are also looking at the needs of Construction as a sector connected to the establishment of Renewable Energy and Aquaculture in Murihiku, yet already facing labour market pressures. Other areas will be considered as opportunities arise (for example, advancement in the Tech sector).

## Te Pūkao Whakahou – Te Hauwai Renewable Energy – Hydrogen

While the majority (80-85%)<sup>3</sup> of electricity we use in New Zealand comes from renewable resources, we are still heavily reliant on fossil fuels. Globally, hydrogen is emerging as an important priority for decarbonising energy. New Zealand has considerable renewable energy resources that could be used to produce green hydrogen as a next generation, low-emissions fuel.

Hydrogen has the potential to enable renewable energy production and distribution systems. It could reduce emissions by replacing fossil fuels in harder to decarbonise sectors, such as long-distance and heavy transport; iron, steel and chemical production; marine and aviation sectors.

There are currently 22 hydrogen projects across New Zealand<sup>4</sup>, and Murihiku has already begun to invest in this sector.

From tradespeople to technicians, equipment certifiers to electrical engineers - hydrogen industry workforce requirements will be diverse, involving a range of skill levels and training pathways. Using data and insights to plan for industry workforce requirements over time is a critical first step to determine the skills we need within the region. The RSLG is focused on hydrogen as an emerging energy industry, but recognises that there are other opportunities on the horizon (i.e., wind farms) and will explore the potential for these as workforce requirements arise.

The Renewable Energy sector links closely with our Manufacturing and Engineering Pou.

#### Across the Region - Local Governance Perspective:

**Just Transition** funding is supporting Murihiku Regeneration to explore options around their clean energy ambitions. Their work will bring together interested regional and national partners to identify how Murihiku can take advantage of the energy transition<sup>5</sup>:

- **Murihiku Regeneration's** mahi will identify how projects, training, investments and policy changes can support Murihiku's **clean energy ambitions**. It will identify how local clean energy ambitions interact with the national energy system. It will also generate interest in the sector as a career pathway for young people, by incorporating learning opportunities into the education system<sup>6</sup>.

- **Beyond 2025 Southland's** Future Energy workstream will develop the **Southland Murihiku Regional Energy Strategy 2022-2050**, facilitated by Great South, in partnership with Murihiku Regeneration. This Strategy will provide clarity surrounding the likely energy demand and associated actions required to achieve an energy balance for Murihiku<sup>7</sup>.

We will also be working alongside te Rūnanga o Awarua in relation to work being undertaken at NZAS Tiwai Point.

#### From an Industry Perspective:

**H.W. Richardson Group** plans to lead the heavy transport industry's transition to hydrogen through dual fuel, where trucks run on both hydrogen and an existing fuel source. HWR plans to have 10 of these trucks on the road in 2023 to coincide with its first hydrogen plant being commissioned<sup>8</sup>.

**Woodside Energy** were selected by Ngāi Tahu and Meridian Energy (in partnership) as the preferred partner to move forward to the development stage of the proposed Southern Green Hydrogen (SGH) project. The proposed project will target production of 500,000 tonnes per year of ammonia utilising electrolysis from renewable power. Technical work on the facility is continuing in parallel with the design of the commercial structure for the project. Options for the supply of hydrogen and ammonia to the domestic market, as well as for the potential to export ammonia to Asia and Europe, will be assessed<sup>9</sup>.



# Te Ahumoana Aquaculture

Aquaculture is among the fastest-growing food production sectors in the world and is expected to become an increasingly important source of the global fish supply. Aquaculture presents the biggest diversification opportunity for Murihiku, and we aspire to a goal of achieving \$1billion GDP contribution by 2035 (which is one third of the National Aquaculture Strategy’s goal of \$3billion GDP).

Murihiku’s coastline has strong potential for open ocean salmon farming, with optimal growing conditions. There are further opportunities to maximise the potential of existing industry, new projects, and emerging pilots in Murihiku (including, CH4 Aotearoa Global Limited [Asaparagopsis], Premium Marine Technology Limited [Whitebait] and New Zealand Abalone Company [Paua]).

Aquaculture as a sector incorporates occupations in Longline and Rack (offshore) Aquaculture, Caged (offshore) Aquaculture, and Onshore Aquaculture. It does not include seafood processing (an industry within Manufacturing) but the two could not exist without each other.

Aquaculture sits within our existing Food and Fibre pou, with close links to our Manufacturing and Engineering pou.

**Across the Region - Aquaculture in Murihiku is a small sector with a big social impact on the communities involved in this mahi.**

Aquaculture contributes to the local identity of Bluff and Murihiku. Large employers perform a social engagement function within a small town such as Bluff, and the contribution of employees to the delivery of critical social services such as the Volunteer Fire Brigade, Coastguard, and St John Ambulance is significant<sup>10</sup>.

Similarly, the industry brought people, income, and skills to the Stewart Island/Rakiura community at a time when commercial fishing was declining significantly. Aquaculture is no longer a seasonal activity, meaning it provides consistent year-round work for employees<sup>11</sup>.

**Across the Region - While employee numbers have historically been low, interest and investment in the sector is growing through the recognition of Aquaculture’s importance for Murihiku.**

**Just Transition** is working within our region to support NZ Government’s Aquaculture Strategy vision and enable the region to advance potential initiatives in the sector:

- **Murihiku Aquaculture Working Group**, funded by Just Transition, will identify the investment needed to establish a sustainable open ocean aquaculture industry in Murihiku. This work will provide clear guidance on immediate needs for initiating projects quickly and efficiently.
- **Beyond 2025 Southland** has supported the Murihiku Aquaculture Working Group and other businesses and stakeholders associated with this key regional diversification opportunity. Beyond 2025 Southland is recommending the region aspire to realise \$1b GDP contribution from aquaculture by 2035 and a review of the 2015 Southland Aquaculture Strategy in partnership with the sector and iwi, will clarify the pathway to achieve this.

We will also be working alongside te Rūnanga o Awarua in relation to work being undertaken at Ocean Beach.

**Kānoa**, the Government’s regional economic development and investment unit, is also working to identify and support regional investments in industries more broadly in line with the goals of the Just Transition. This includes supporting local opportunities that enable further Aquaculture growth in Murihiku.

**Aquaculture NZ** states that Aquaculture currently employs over 3000 people in regional New Zealand communities. They predict the overall sector will need to double the number of workers by 2035<sup>12</sup>.

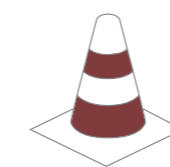
# Kā Mahi Waihaka Construction

Construction is an important sector for Murihiku. Our 2023 RWP Update gives us the opportunity to consider Construction in more detail, especially as Construction is inextricably linked to other emerging sectors such as Aquaculture and Renewable Energy provision (Hydrogen facility).

The Construction Sector is linked closely to our Manufacturing and Engineering Pou.

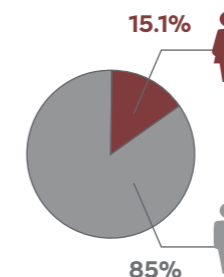
## CONSTRUCTION OVERVIEW<sup>13</sup>

In 2022 the Construction Sector contributed **\$428m to Murihiku’s GDP, a growth of 9.8% on 2021.**



The number of filled jobs in Murihiku’s Construction Sector averaged **4,650** in the year to March 2022, 8.4% of the region’s economy.

The **workforce is predominantly male.** In 2022, around **15.1% of the Construction Sector workforce was female** (compared with 46.4% of the Murihiku workforce as a whole).



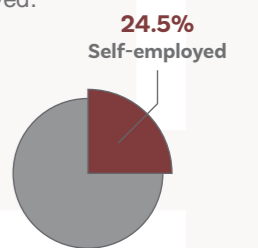
Current workforce practices follow a short-term project view of contracting and hiring based on short-term economic cycles. This produces **wide ranging peaks and troughs in workforce capacity**, which is detrimental for developing capability, improving productivity, or upholding the reputation of the industry.

### Across the Region

Murihiku is facing increased workforce supply and demand pressures in the Construction sector. The current labour and skills shortage across the Construction sector implies we will not have supply to meet projected regional demand. The peak wave in demand will continue to roll forward as deferred and additional projects come on stream<sup>14</sup>. This may push out timeframes for the completion of current work.

Reliance on getting labour from other regions or via immigration to cover labour shortfalls may increase due to the overall shortage of Construction workers across the motu. More support is potentially required for short, flexible and bespoke training to be developed and initiated rapidly via employers and/or training providers.

In Murihiku, workers in the Construction sector are more likely to be self-employed. In 2022, **there were 1,184 people self-employed in the Construction Sector**, a 24.5% self-employment rate compared with 16.1% across the entire region.

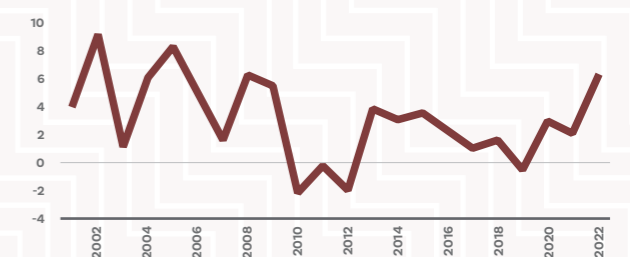


In 2018, the **average age of Construction Sector workers was 42.5 years**, close to the figure of 43.9 years for all workers in Murihiku.



In 2018, **21% of Construction workers were qualified to a level 4 certificate equivalent**, with 16.8% of the workforce not having any formal qualifications. Around 5.2% held a bachelor’s degree or higher.

### Growth in Employment - Murihiku Construction Sector





# Ā Mātau Mahi – Kua Arotahihia

## Our Actions - Refocused

The RSLG has refreshed its 2022 actions to support current and emerging labour market challenges and opportunities. These actions should be considered through the lens of our four foundational aspirations:

- *Aspiration One - Murihiku has strong collaboration across its leadership and community ensuring all labour market planning and investment leads to high quality, equitable impacts for the region.*
- *Aspiration Two - Murihiku has the skills, flexibility, and resilience to meet current and future labour market demands.*
- *Aspiration Three - Te Ao Māori world view is embedded within everything we do, guiding our thinking to promote trust, understanding, empathy and compassion.*
- *Aspiration Four - All employers in the region are considered great places to work. Murihiku is an employee's region of choice.*

REGIONAL ACTION	ANTICIPATED OUTCOME
<p><b>1</b> Promote and share models of exceptional practice by local businesses in governance, leadership, strategic planning, capital investment, and productivity gains <b>(previously RWP 2022 actions 19 and 20)</b>.</p>	<p>Employers across the region can learn from the sharing of exceptional practice by other local businesses (e.g. through Local Insights Reports and other RSLG publications). This will foster learning and innovation in the business community, leading to increased productivity, higher wages, and improved job satisfaction.</p>
<p><b>2</b> Investigate the potential of developing and validating a 'Southland Seal/Badge' to acknowledge and celebrate exceptional practice for Murihiku employers <b>(new action)</b>.</p>	<p>Exceptional employers will have the potential to be recognised and celebrated for specific practices. Other businesses may be challenged to improve their own practices, and employees will be able to identify employers of choice within the region. This should lead to higher quality employment opportunities, and positively affect attraction and retention, within the Murihiku labour market.</p>
<p><b>3</b> Research, analyse and promote the skills and training needs of emerging industries (e.g., aquaculture and renewable energy/hydrogen) as workforce requirements are identified and understood across the region <b>(new action)</b>.</p>	<p>The skills and training needs of emerging industries will be accurately identified. This will support sustainable industry growth by enabling targeted initiatives to attract the required workforce to the region, meet skills gaps, and support and retain the existing workforce.</p>
<p><b>4</b> Work with iwi and health providers to attract more Māori workers into the health sector, recognising the strengths of Te Ao Māori models of practice <b>(previously RWP 2022 action 18)</b>.</p>	<p>Enhancing Māori representation in the health sector will improve health outcomes for Māori (by having better recognition and application of Te Ao Māori models of practice) and support the wider sector by increasing health worker numbers in a currently strained labour market. This aligns with Te Whatu Ora's aspirations to increase Māori health care workforce numbers (currently only 3% of the workforce).</p>
<p><b>5</b> Foster initiatives that enhance community perceptions of RWP spotlight sectors, including development and promotion of career pathways, paying living wage as a minimum, and building diversity across the workforce (neurodiversity, culture, ability, gender and age) <b>(previously RWP 2022 action 10)</b>.</p>	<p>Examples of innovative employment models will be promoted through Local Insights Reports and other RSLG publications. Living wage as entry level wage will be encouraged as standard across all businesses in Murihiku. Potential employees and their whānau will have the information they need to improve their perceptions and understanding of the RWP spotlight sectors.</p> <p>This will enhance the attractiveness of the sectors as places of work - improving workforce recruitment and retention, supporting wage growth, and promoting a healthier labour market structure - eventually leading to increased labour market participation and better working conditions for all.</p>

REGIONAL ACTION	ANTICIPATED OUTCOME
<p><b>6</b> Work with rakatahi and employers to understand employability/basic skills needs, identify gaps and develop recommendations to address those gaps <b>(new action)</b>.</p>	<p>Rakatahi and employers will be supported to work together (through workshops, facilitated sessions, or through programmes such as Southland Youth Futures) to identify employability/basic skills needs, identify gaps and develop pathways for the future. This will lead to better targeted training programs (provider based and on-the-job), improving rakatahi employability, and supporting businesses with the core skills they need.</p>
<p><b>7</b> Influence greater use of procurement mechanisms to support positive and sustainable social, economic, environmental and cultural outcomes across the region's labour market <b>(previously RWP 2022 action 9)</b>.</p>	<p>Employers and employees will understand the benefits of social procurement practices, and employers will be supported to implement social procurement mechanisms within their businesses or organisations. This leads to more sustainable investment and regeneration by increasing labour market equity, promoting quality employment, and strengthening community resilience.</p>
<p><b>8</b> Support the development of an in-school construction/engineering programme pilot to provide experiential learning opportunities in a community environment <b>(new action)</b>.</p>	<p>Rakatahi will have greater access to education-to-employment pathways for construction/engineering roles, giving them first-hand experience to inform future career and occupation decisions.</p>
<p><b>9</b> Support whānau-centred practice models for rakatahi and whānau, including continued collaboration with Murihiku Regeneration during their development of Kia Tū - pathway planning programme, and Anamata Māia - skills hub <b>(previously RWP 2022 actions 14 and 17)</b>.</p>	<p>Rakatahi and whānau have stronger connections with support services, employers and education providers to ensure they are supported in developing career pathways - enabling them to successfully transition from education to employment and better navigate career changes in the future.</p>
<p><b>10</b> Work with iwi, workers/unions and employers to improve outcomes for Māori in the workforce, particularly in relation to wellbeing, health and safety, and career progression <b>(previously RWP 2022 action 15)</b>.</p>	<p>Wellbeing, health and safety, and career progression outcomes will be improved for Māori across all workplaces in Murihiku, to help support sustainable long term career pathways and aspirations for Māori, both now and in the future.</p>
<p><b>11</b> Engage and work with secondary school Principals and leaders to improve student careers advice and support <b>(new action)</b>.</p>	<p>Secondary school Principals and leaders will have greater visibility and understanding of the opportunities available to rakatahi, to support them in their provision of careers advice.</p>
<p><b>12</b> Work with regional stakeholders and Partners to help better equip businesses to manage work-based learning requirements <b>(new action)</b>.</p>	<p>Workplaces will be supported to implement effective work-based learning. This allows employers to enhance learning support for employees based on real life work and occupational challenges, and ensure they are skilled and/or qualified in sector-needed competencies.</p>
<p><b>13</b> Work with Māori business networks to better understand the shape and implications of Māori-led tourism and hospitality in Murihiku <b>(previously RWP 2022 action 16)</b>.</p>	<p>The RSLG will fully understand the Māori-led tourism and hospitality sector in Murihiku, and be able to consider (and address) barriers and challenges from a labour market perspective. Potential action will be aligned with He Kai Kei Aku Ringa (Crown-Māori Economic Development Strategy).</p>



## Tā Mātau kupu Whakamāherehere ki Te Amorangi Mātauranga Matua (TEC)

### Our Advice to the Tertiary Education Commission (TEC)

In April 2023, the RSLG provided tertiary specific and career specific advice to the Tertiary Education Commission (TEC) incorporating extensive regional labour market analysis.

#### The tertiary-specific advice was grouped by the following themes:

##### Skills Shortages and Development

Addressing specific skills shortages across the region, and resourcing effective provision of NCEA pre-entry requirements including basic literacy and numeracy, and English as a second language (ESOL).

##### Equity of Access

Ensure no one is left behind – consider wider barriers to access that may inhibit or exclude learners from obtaining prerequisites for qualifications and reduce where possible (such as learning differences, geographic constraints, documentation requirements).

##### Support local programme planning taking place with stakeholders and partners.

##### Qualification and Vocational Provision

Enable provision and accessibility of relevant aquaculture and energy qualifications for Murihiku-based students, either via supported attendance at institutions outside the region, or through Murihiku-based provision.

Ensure learning remains connected, even if delivered through a series of smaller qualifications.

Support delivery of accessible, fit-for-purpose micro-credentials for entrepreneurial/ business development practices as a lead into business support/incubator initiatives, and to support existing business owners wanting to expand their knowledge and skills.

Support provision of a Level 2 qualification in Aged Care support and ESOL (English for Speakers of Other Languages), to enable basic skills provision and enhance labour market capability. Connected to Welcoming Communities initiatives to maximise participation and relevance.

Enable Murihiku delivery of the new Computerised Numerical Control (CNC) qualification under development through Hanga-Aro-Rau.

Enable Murihiku delivery of the Trade Assistant qualification under development with Hanga-Aro-Rau and Waihanga Ara Rau.

##### Work-based Learning (WBL)

Embed experiential learning within curriculum as a supported educational opportunity, including through non-Gateway delivery models reflecting community/regional needs, specialisms, and networks.

Strengthen support mechanisms for WBL delivery by equipping businesses/employers to enable/manage workplace learning requirements i.e., access to relevant qualifications.

##### The career-specific advice recommended Murihiku's careers system provision should:

**Ensure no one is left behind** through the development of clear, connected and accessible pathways that support rakatahi and enable their aspirations.

**Continue to ensure the youth voice is included** in careers system advice, so that the system meets the needs of the primary user.

**Include future-focused industry options** (e.g., aquaculture and hydrogen) as part of in-school teaching and career discussions to encourage interest in emerging industries, and support regional retention.

**Include a specific focus on the needs of rakatahi Māori**, to encourage career entry into higher pay, higher skilled roles, and into traditionally under-represented professions e.g., healthcare.

**Introduce and support industry/education partnerships** as a pathway into careers and vocational education, and to encourage in-school retention. Include industry leader's voice in the careers system to challenge workplace perceptions, actively foster positive industry/education partnerships, and vocational education design and assessment.

**Support careers awareness and the need for soft/employability skills** by embedding across all stages of a young person's education (i.e., not just towards the end of secondary school education).

**Continue to collaborate specifically with secondary school education providers** in the development and implementation of careers system-specific advice.

For more information on our advice to the Tertiary Education Commission, visit:

<https://www.mbie.govt.nz/southland-murihiku-rslg>

## He Mihi Acknowledgments

#### Stakeholders and Partners

Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku (RSLG) acknowledge and sincerely thank all local, regional and national stakeholders and partners who have contributed to the development and delivery of our 2022 Regional Workforce Plan and this RWP 2023 Update.

#### Translation

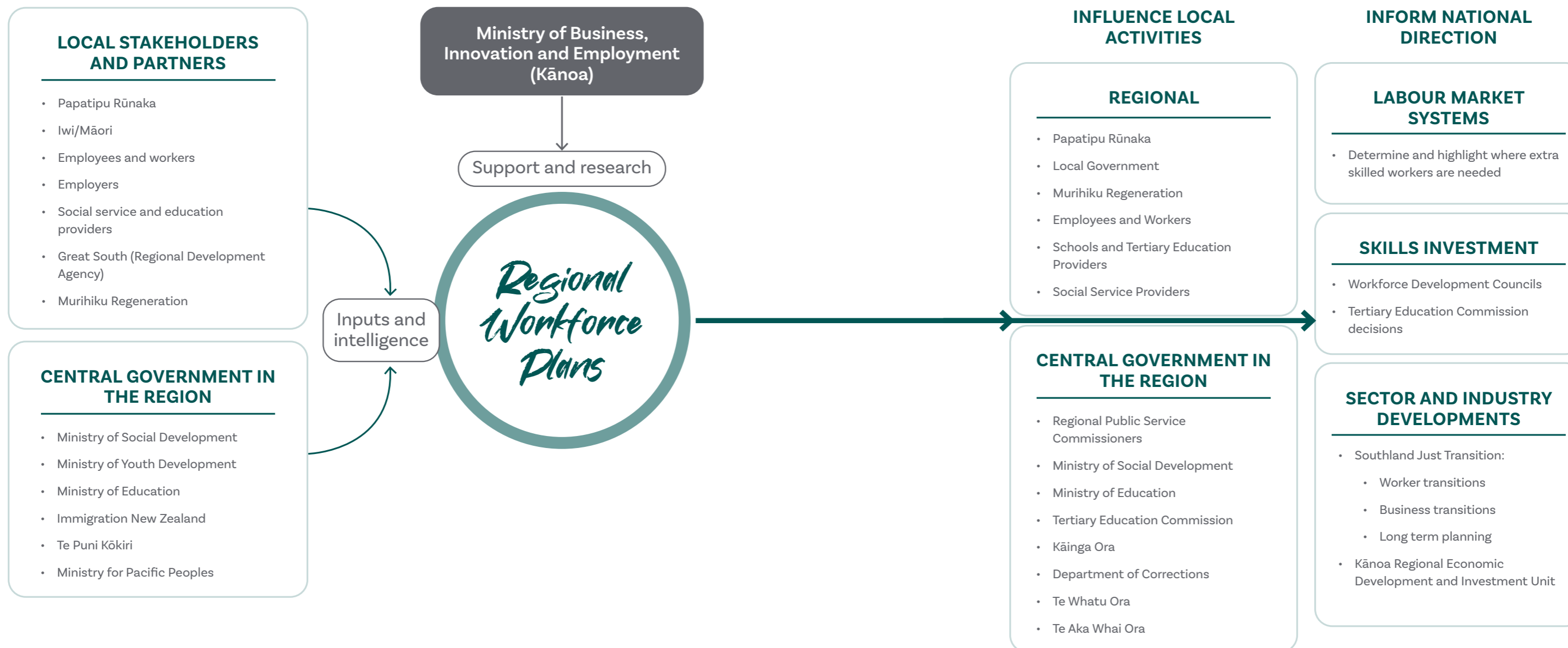
*E tika ana kia tukuna kā mihi ki a Hana O'Regan mō tana mahi whakamāori i te pukapuka nei ki te mita o Kāi Tahu. Nō mātau te whiwhi nāna i tapa tō mātau rōpū e Dr O'Regan, ko Te Kāhui Whakahaere i kā Pūkeka ā-Rohe o Murihiku (RSLG).*

We would like to acknowledge Dr Hana O'Regan for the translation of this document, which uses the Kai Tahu dialect. Our group is humbled to have been named by Dr O'Regan, Te Kāhui Whakahaere i kā Pūkeka ā-Rohe o Murihiku (RSLG).



# Te Huka Whai Pāka

## Our Regional Stakeholders and Partners



The development of Regional Workforce Plans relies on information from our valued stakeholders and partners. Regional Workforce Plans feed into a highly connected structure – regionally and nationally – as this diagram illustrates. Strong collaboration is essential to ensure Murihiku’s labour market needs are met, both now and in the future.

For more information on Te Kāhui Whakahaere i kā Pūkeka ā-rohe o Murihiku (RSLG), or to learn more about our members, mahi and kaupapa, visit:

<https://www.mbie.govt.nz/southland-murihiku-rslg>

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

# Kā Tohutoro

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# Ō Mātau Tākata

## Our Members

**Paul Marshall – Co Chair**  
Managing Director, Aratiatia Livestock Ltd

**Amanda Whitaker**  
Ako Network Director - Creative, Cultural, Recreation and Technology Academic Centre and Learning Systems (ACLS), Te Pūkenga

**Anna Huffstutler**  
Union Organiser – E tū

**Ben Lewis**  
General Manager – Business Services, Great South

**Bridget-Mary McGown**  
Change Management Office Coordinator, PowerNet Ltd

**Chris Kennett**  
Operations Manager, Fi Innovations

**Joanne O'Connor**  
Project and Engagement Manager, Southland Business Chamber

**Karen Purdue**  
Community Partnership Leader, Southland District Council

**Mapihi Kahurangi Davis (Tanui, Te Arawa, Ngāi Tahu)**  
Kaiārahi Hōtaka – Programme Development Officer, Murihiku Regeneration

**Steph Voight**  
Regional Public Service Commissioner – Otago/Southland, Ministry of Social Development

**Trinity McMahon**  
Regional Public Service Director – Southland, Ministry of Social Development (Permanent Official)

**Jan Ormsby**  
Kaitohu Matua | Senior Advisor, Te Puni Kokiri | Ministry of Māori Development (Māori Policy Advisor)







# Southland Munihiku

REGIONAL WORKFORCE PLAN  
TE RAUTAKI HUKA MAHI Ā ROHE

**JULY 2023 UPDATE**