



Tāmaki Makaurau

REGIONAL SKILLS LEADERSHIP GROUP.

REGIONAL WORKFORCE PLAN 2022/23
PROGRESS UPDATE ANNEX

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Annex 1: Regional Workforce and Skills Priorities

Tāmaki Makaurau is home to one of New Zealand's largest populations and economic hubs. By 2028, Tāmaki Makaurau's workforce will reach 1 million, up about 7 per cent from its current 33 per cent of the nation's total. However, skills shortages have hampered economic progress in the region. The RSLG has interacted with key stakeholders to better understand the region's labour market requirements to support our people into meaningful professions, and good jobs to strategically position Tāmaki Makaurau for the future.

In Auckland, talented people are most needed in industries driven by innovation, technology, and the future. The region lacks skilled workers in construction, hotels, manufacturing, engineering, logistics, healthcare, and IT. Due to a shortage of training and education options, job seekers lack these skills employers and businesses need to grow. Immigration laws have made it harder for companies to attract skilled migrant workers which has made recruiting qualified candidates even harder. According to the 2023 EMA Skills Shortage Survey, 71 per cent of respondents indicated highly skilled jobs were the hardest to fill and that businesses were investing in training and upskilling initiatives to strengthen their present staff and close knowledge gaps.

Addressing the skills gap will require increasing investment in training and education, tailored immigration policies to attract qualified employees from overseas, and targeted programmes to encourage more young people to work in these fields. Tāmaki Makaurau's growing elderly population means businesses must recruit younger staff and invest in training and upskilling to create a future-ready workforce.

Employment rates and wages in Tāmaki Makaurau are similarly unequal, especially among Māori, Pacific, and ethnic populations who are still taking home lower pay for like jobs. In an even tighter labour market, inclusive participation—removing barriers to encourage more women, embracing older workers as assets, overcoming hiring discrimination for Māori, Pacific, and migrant workers, and better skills matching for many new migrants—is the only solution. [RSLGs submission for Tertiary Education Commission guidance](#) explores Auckland's jobs and qualification needs in further detail and pathways to support our communities to access Auckland's labour market opportunities. An excerpt of this report is provided in Annex 3 – Sector based roles and qualification details for Auckland.

- **Construction:** Auckland has experienced significant population growth in recent years, which has driven demand for new housing and infrastructure. This is expected to continue, leading to a sustained demand for workers with skills in construction, engineering, and related trades.
- **Hospitality:** Auckland is a popular destination for domestic and international tourists, and the sector is expected to continue to grow in the coming years. This is likely to lead to a demand for workers in areas such as hospitality, tourism management, and event planning.
- **Manufacturing:** Auckland's manufacturing sector will adapt to economic and technical changes. In this fast-paced sector, problem-solvers, communicators, and adapters are in demand. Automation, robotics, and additive manufacturing are becoming more common. As firms seek efficiency and cost savings, these abilities will be in demand.
- **Information and Communications Technology (ICT):** Auckland has several technology enterprises in the ICT sector. Software developers, cybersecurity experts, data analysts, and AI experts will be needed as organisations continue to digitise.
- **Healthcare:** As the region's population ages and Auckland's grows, healthcare demand will rise. This will boost nursing, aged care, and related health jobs.

Māori, Pacific, ethnic, and recent migrants

Māori, Pacific, ethnic, and other groups in Auckland have very different employment and salary rates compared to Auckland working age population as a whole. Introducing pay transparency legislation is a big step towards closing the gender, Māori, Pacific, and other ethnic pay gaps. Solving this discrepancy is crucial to ensuring that everyone has access to Auckland's opportunities and that it attracts migrant workers with new skills, perspectives, and international links. The Tāmaki Makaurau population has declined two years in a row for the first time in over two decades. Tāmaki Makaurau has 19,000 fewer residents than in 2020, according to Statistics NZ projections (Subnational population projections: 2018(base)–2048 update). Aucklanders are leaving as foreign migration decreases. By 2040, Tāmaki Makaurau will have over 2 million people. Although most tertiary institutions are in the centre and isthmus, this expansion will take place in Franklin, Papakura, Rodney, and Upper Harbour. Upskilling and training employees requires investment in these outskirts.

Māori and Pacific communities in Auckland have higher unemployment rates despite the labour market recovery. Historical and systemic barriers to employment, education, and workplace discrimination contribute to this. Compared to 2021, 22,000 Pacifica and 39,000 Māori are unemployed, while Pakeha and Asia unemployment is similar. The past decade has seen 2,075 more project builders in Tāmaki Makaurau, up from 748 in 2012. The Group promotes lifelong opportunities for Māori and Pacific to upskill, learn, develop, and maintain employability and pay equity during growth and disruption.

Rangatahi

Rangatahi Māori and Pacific youth are shaping the regional workforce. Māori and Pacific people make up 27 per cent of Auckland's population but 40 per cent of recent school leavers—Tāmaki Makaurau's future workforce. Over 50 per cent of Māori and Pacific residents of Tāmaki Makaurau are under 25, compared to 32 per cent and 34 per cent for European and Asian residents. The region has 67 per cent of school leavers with NCEA levels 3 and above, compared to 56 per cent nationwide. The COVID-19 pandemic has closed schools and disrupted learning. This may have hindered some students' education. Rangatahi from low-income families often face financial stress, a lack of resources and support, and school disengagement. South and West Auckland are disproportionately affected by school completion, dropouts, and part-time work. Systemic bias, discrimination and lack of contextualised learning in a environment may prevent Māori, Pacific, and some ethnic students from graduating. NEET youth are even worse off. South Auckland, which includes Māngere-Ōtāhuhu, Ōtara-Papatoetoe, Manurewa, and Papakura, had 37 per cent (11,800) of Auckland's NEET youth in 2021. The

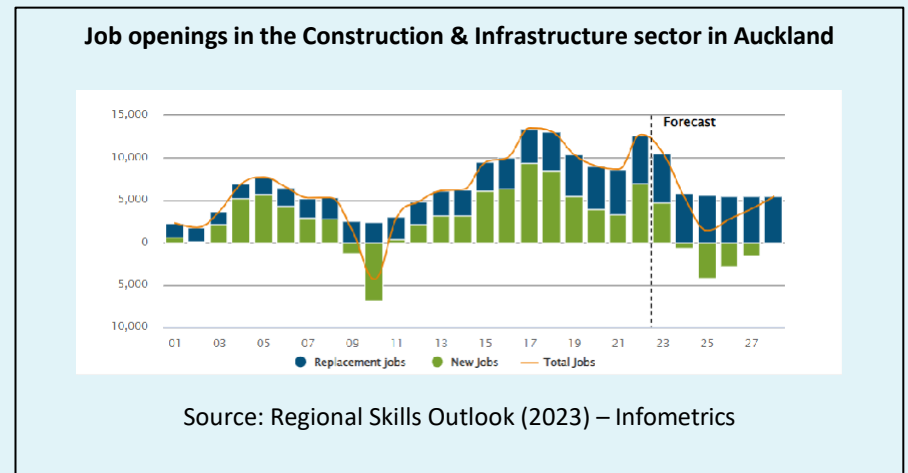
The Covid-19 pandemic has had a major impact on Auckland, New Zealand's largest city and economic hub, with significant workforce challenges. Auckland had pre-pandemic issues like ageing workers and rising demand for skilled workers. STEM talent is hard to find, causing a skills gap in key industries. Employers face opportunities and challenges as migrants and international students join the ageing workforce. Our stakeholder interactions with industry, learners, and employers have highlighted the need to adopt innovative strategies to attract and retain skilled employees, such as on-the-job training and development programmes and a more inclusive work environment that values diversity.

Group supports The Southern Initiative's Social Procurement, Amotai, Uptempo, Pacific Peoples Workforce Challenge, Mori, and Pacific Trades Training programmes, as well as the initiative to centre these rangatahi.

Construction and infrastructure sector

The residential construction boom of the last few years that was reported in our last RWP has started to ease off. This has seen a growing number of company liquidations and subsequent redundancies in the region. We understand that major suppliers of construction timber in Aotearoa are cutting back production with further redundancies forecasted. However, recent investment in major transportation, infrastructure and public facilities projects has made this industry a regional priority. Therefore, the current skills and labour gaps in the construction and infrastructure sector will need to be addressed in order to leverage sustainable job opportunities for the local workforce.. .

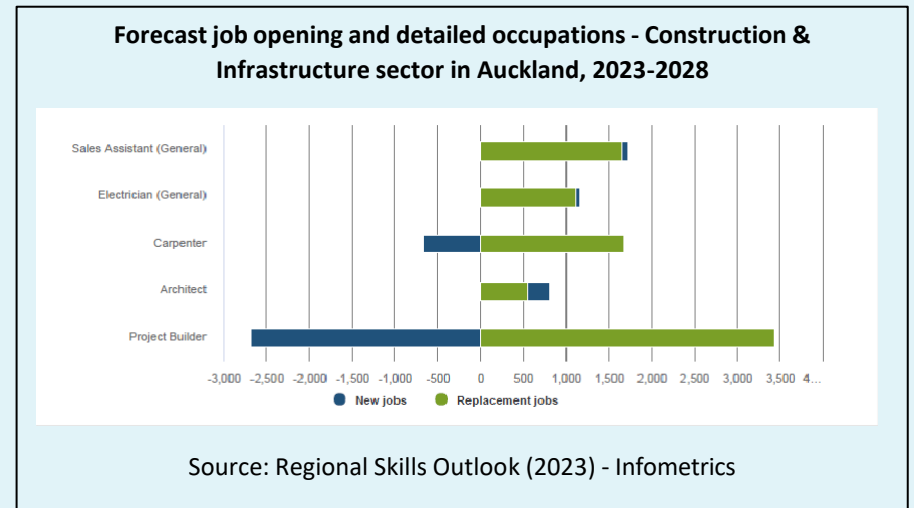
Tāmaki Makaurau's Construction and Infrastructure sector employs 14.7 percent of Aucklanders and averaged 139,813 jobs in March 2022. Construction & Infrastructure employment in Tāmaki expanded 5.3 percent in 2022, compared to 3.2 percent citywide. Over the past decade, employment grew 5.3 percent compared to Tāmaki's 2.6 percent.



Business confidence affects employment growth in the industry. This summer's severe weather and flooding in the region delayed projects and forced businesses to prioritise clean-up and repairs. Infometrics forecasts a peak in regional labour demand in 2023, although flood recovery may prolong a slump as there might be a pull on labour skills by other regions that have been more severely affected by the weather events that could be more of a recovery priority, and retired or leaving workers will need to be replaced.

Infometrics forecasts 29,321 Tāmaki Makaurau WDC Construction & Infrastructure sector employment vacancies between 2023 and 2028. Most job opportunities are projected to be nett replacements. Additionally, there is a forecast shortage of workers with higher level qualification in the industry – diploma level and degree level. These are occupations such as quantity surveyors, structural engineers, planners.

Infometrics estimates that 33,764 people will need to be trained over the next five years until 2028 to replace building and infrastructure workers who retire or leave the sector Annex 3 contains sector roles and credentials recommended to the Tertiary Education Commission. Programmes like Apprenticeship Boost (which has been extended to the end of 2024) , and Targeted Training and Apprenticeship Funds (TTAF), that support learners to train without fees and support employers to take on apprentices with subsidies, have contributed to more workers coming through at the level four or trades qualified levels to meet future demand in 2028.

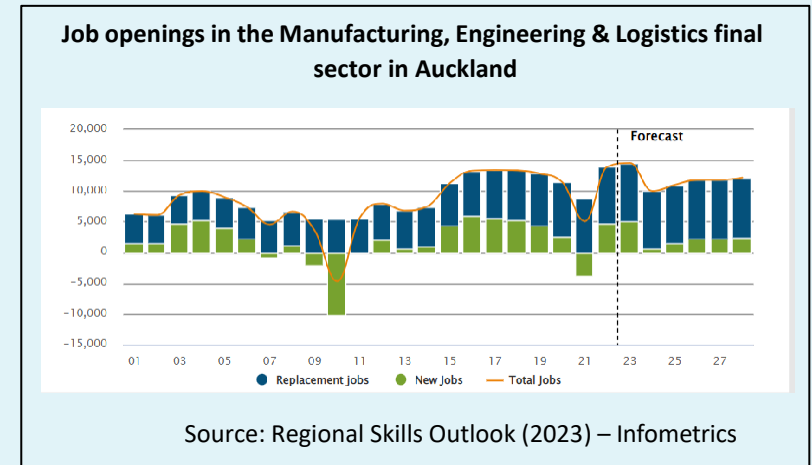


Manufacturing Engineering & Logistics

Tāmaki Makaurau, New Zealand’s largest manufacturing centre, employs roughly 34 percent of the nation. According to Infometrics’ 2022 economic estimate, manufacturing contributed 0.9 percent or \$11,521 million to the nation’s GDP. Infometrics forecasts 1,523 manufacturing jobs in 2028. Most of these openings will be replacement job openings. Most workers are 40+, male, Pakeha (50.5percent), Asian (26.4percent), and Pacific (18.9percent).

23.2 percent of manufacturing workers are technicians and tradespeople. Managers roles account for 18.4 percent and labourers 16.9 percent. The industry primarily comprises of a significant number of high-skilled and low-skilled jobs, with limited positions in between. As a result, progression into higher-skilled roles is made more difficult due to the significant change in skill and responsibilities that come with higher-skilled roles as there is a shortage of mid-tiered roles to support that progression .

In the year up until March 2022, 208,053 Manufacturing, Engineering, and Logistics positions were filled in Auckland Tāmaki Makaurau and employs 21.9 percent of Aucklanders. Tāmaki Makaurau’s Manufacturing, Engineering & Logistics industry historical and forecast trends: In 2022, employment expanded 2.3 percent, compared to 3.2 percent in Tāmaki Makaurau Over the past decade, employment grew 1.6 percent compared to Tāmaki Makaurau’s 2.6 percent. Infometrics forecasts 71,277 Manufacturing, Engineering, and Logistics jobs in Auckland between 2023 and 2028. of the forecasts openings, approximately 80% of these will be replacement jobs. Labour supply in this sector is on the decline. Furthermore, it looks to be one of the sectors to use Artificial Intelligence (AI) to supplement its loss of labour supply. While there are concerns about new technology displacing human employment, its adoption also produces jobs that require more technical skills, meaning higher pay, and sometimes more rewarding. The degrees required are drastically different, with experts in mathematics, computer science, and data science more probable, as well as potential AI credentials. Adoption of these digital skills has the potential to increase productivity for the section and the region.



Hospitality

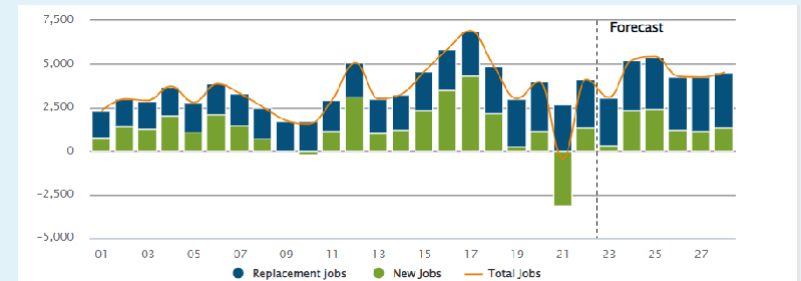
At a macro level, after two years of shocks caused by pandemic lockdowns, restrictions and border closures, employment in the hospitality sector is starting to bounce back. Hospitality is the only sector to increase online job advertising in Tāmaki Makaurau in December 2022. However, severe labour shortages in particular categories continue to exist, for example businesses continue to struggle to find and retain chefs. Part of the challenge is high turnover and largely seasonal labour demand, making it harder to maintain adequate staffing levels through the year. Overall, this is costly for businesses as there is a need to continuously recruit and train employees.

Looking to the future, the employment outlook is optimistic. Employment is expected to return to pre-COVID levels by the end of this year, and exceed these levels by next year. Infometrics forecasts that in the next five years there will be 26,807 job openings, 8,856 of which will be new jobs. In the future it is expected that:

- 1, 810 more chefs will be needed.
- 654 more waiters will be needed.
- 918 more restaurant managers will be needed.
- 597 kitchenhands will be needed.

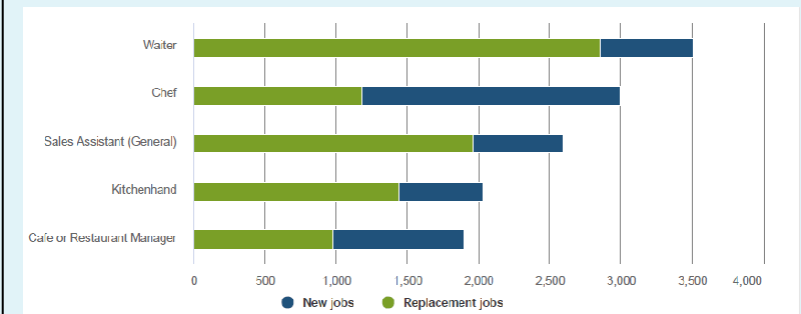
Our region’s Accommodation and Food Services sector is a significant contributor to GDP (\$2, 027m in 2022), and therefore a significant source of employment for our people. In March 2022, this portion of the hospitality sector averaged 58,061 employees which accounts for 6.1% of employment in Tāmaki Makaurau. Regional data suggests employment in Tāmaki Makaurau’s Accommodation and Food Services sector expanded by 3.2% compared to the national expansion of 2.4 per cent. Between 2022 and 2028, it is estimated that employment in this sector will continue to expand by 2.6 per cent a year in Tāmaki Makaurau, compared to 2.4 per cent nationally.

Job openings in the Accommodation & Food Services sector in Auckland



Source: Regional Skills Outlook (2023) – Infometrics

Forecast job opening and detailed occupations - Accommodation and Food Services sector in Auckland, 2023-2028



Source: Regional Skills Outlook (2023) – Infometrics

While employment for the sector as a whole looks optimistic, the more localised impacts of Cyclone Gabrielle cannot be understated. At a macro level, recovery from adverse weather events is well on its way, however pockets of the industry continue to experience hardship.

Insights on the impacts of Cyclone Gabrielle provided by a February 2023 Restaurant Association NZ member survey showed:

- 96 per cent reported being impacted by the cyclone through either damage, cancellations of people travelling to the region, substantial downturn in business, or other reasons.
- 87 per cent experienced a decline in number of customers.
- 37.5 per cent reported damage to their businesses.
- 75 per cent could not operate (for a period).

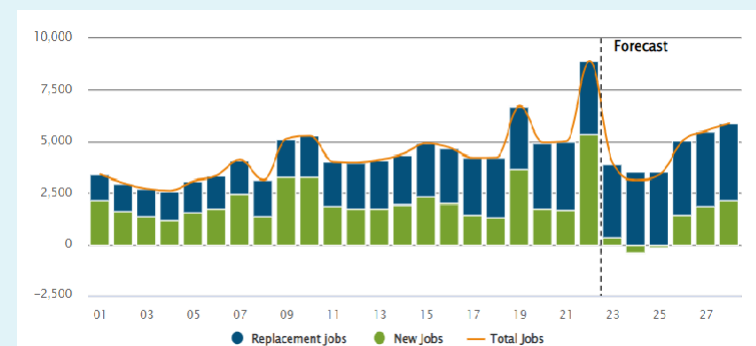
Health

Tāmaki Makaurau has an ageing population, who will require more care in the future which generates employment opportunities in the health sector. Other labour market sectors might experience flow on effects from this nature of our ageing population, as workers retire or reduce hours, creating opportunities for students, returning workers or those seeking a career change.

Infometrics forecasts that by 2028, employment in the health sector will increase by 13 per cent putting the total number of workers at 93, 052. It is forecasted that the health sector will generate forecasts 26,805 job opportunities between 2020 and 2028, 80 per cent of which will replace departing workers.

Given completion rates for level four and above health courses, there will be adequate supply of labour into high skilled roles such as nursing. However, it is likely there will be insufficient numbers of kaiāwhina and health care assistants to meet the needs of the population.

Job openings in the Health Care & Social Assistance sector in Auckland



Source: Regional Skills Outlook (2023) – Infometrics

Infometrics forecasts 26,806 Health Care & Social Assistance jobs will be needed in Tāmaki Makaurau between 2023 and 2028. Of this total, 5,259 will be new jobs and 21,547 will be replacement jobs (vacancies created by kaimahi/employees leaving their roles).

Between 2023 and 2028, 40.2 per cent of Auckland Health Care & Social Assistance employment vacancies are predicted to be in the top five detailed occupations. Thirty per cent of this sector's job vacancies will be replacements.

Our future workforce priorities - Tamaki Makaurau lacks skilled workers in construction, hospitality, manufacturing, engineering, logistics, healthcare, and IT. Addressing the skills gap will require increasing investment in training and education across the region, tailored immigration policies to recruit qualified employees from overseas, and targeted recruitment programmes to attract more young people to into these industries. Given the region's skills and unique labour market characteristics (in terms of size, diversity, a growing elderly population and major infrastructure projects), the RSLG's view is that an intergenerational approach will be required to develop the pipeline of education and training needed for Tāmaki Makaurau, and to capture opportunities to create sustainable, long-term, skilled employment for the local workforce. The role of the RSLG will be supporting initiatives through advocacy, monitoring and regional coordination of workforce development activity across Tāmaki Makaurau, with a particular focus in Franklin, Papakura/Drury, Rodney, and Upper Harbour. Some options discussed by the RSLG to achieve this are:

- **Whānau should initiate cross-generational learning opportunities** - RSLG recommends prioritising workforce relationships between whānau and community members, fostering a sense of belonging and identity while promoting the well-being of all individuals by developing their skills and supporting workforce development initiatives that support the community, such as the whānau Ora Support by Te Pae Herenga o Tamaki Collective.
- **Foundational abilities are essential for tertiary student success and professional success** - In Auckland. Māori, Pacific, recent migrants, and ethnic learners in Auckland face many foundational learning obstacles.
- **Language and literacy barriers**—New literacy standards may discriminate against Māori, Pacific, and non-English speakers. Auckland is culturally diverse with many non-native English speakers. This can make it hard for certain students to understand and speak English, the language of teaching in most schools. Cultural disparities in teaching and learning can also challenge different learners. Some students prefer collaborative or participatory learning, while others prefer lecture-based techniques. Low-income households, homelessness, and food hardship can also affect diverse learners' core learning. These students may have trouble getting educational resources and support. South and west Auckland low-income families face this. Foundational learning may be difficult for students with learning difficulties. These students may need extra help to profit from educational possibilities.
- **Addressing fundamental learning challenges** – Māori, Pacific and ethnic students may struggle at school due to cultural disconnection and socioeconomic inequality. Educators, governments, and communities must work together to provide all kids, especially Māori, with high-quality foundational education and the support they need to succeed. We can improve Auckland and global education by addressing these issues.

Some sectors are predicted to perform better than others in 2023 and beyond, but the economic outlook is bleak. However, both the RBNZ and the Treasury predict a technical recession this year, with the latter predicting a 0.8 percent drop over three quarters. Analysts think New Zealand is in a recession. In times of economic uncertainty, firms cut positions and unemployment rises. More businesses are closing than opening, resulting in layoffs. It may be a good time to maintain capacity while job training possibilities decrease. In 2023, a recession, rising material prices, and borrowing rates may force some industries to downsize, but others will thrive.

The RSLG supports foundational skills to address these sector challenges, which require a multi-faceted approach that includes creating inclusive and culturally responsive learning environments, providing targeted support and accommodations for diverse learners, and addressing systemic inequalities that affect access to education and success. Given Auckland's broad and multicultural student body, this urgent necessity must be addressed.

Annex 2 – Detailed progress update towards completing all actions

2.1 Tangata Whenua

ACTIONS	KEY MILESTONES	ANTICIPATED OUTCOME
<p>Tangata Whenua</p> <ul style="list-style-type: none"> The RSLG has endorsed Tāmaki 10,000 as a Māori Regional Labour Market Strategy. The RSLG will support Tāmaki 10,000 and Whāriki Māori Business Network to work together to explore workforce opportunities for Māori and support outcomes for Māori small to medium enterprise. The RSLG will advocate for foundational incentives to be developed for employers and kaimahi Māori as lifelong opportunities to upskill, learn, develop and maintain employability through economic periods of growth and disruption. The RSLG will stand by programmes and initiatives that address both pay equity and pay parity for Māori in the workforce and support industry sectors and businesses that promote good pay for the right skills and career development. 	<ul style="list-style-type: none"> The Tāmaki Makaurau RSLG has endorsed Tāmaki 10,000 and there is an agreement in principle that both organisations collaborate on regional relationships. The focus of the RSLG is working in partnership with iwi, urban Māori and Māori providers across Tāmaki Makaurau who make up the Te Pae Herenga o Tāmaki (TPHoT) collective. TPHoT is a collective of urban Māori and iwi Whānau Ora organisations driving the charge to support Māori in Tāmaki Makaurau to make aspirational change. The RSLG hosted TPHoT and lessons learnt during COVID-19 were shared, including the impacts of employment and economic disparity for Māori. RSLG supports the initiative on seeking new and devolved funding that fosters sustainable and meaningful employment benefiting whānau, the organisations they own and work in, communities and the economy. Tāmaki 10,000 and Whāriki- Māori Business Network achieved the milestone signing of a memorandum of understanding committing to sharing resources and networks to promote, accelerate and fund initiatives that facilitate the development of Māori economic success. RSLG also works closely with the Whāriki Business Network to better understand the challenges faced by Māori employers’ businesses and how best they can be supported in the region to flourish 	<ul style="list-style-type: none"> To capitalise a significant regional opportunity for future growth and whanau prosperity for Māori in Tāmaki Makaurau. To accelerate and scale-up Māori-owned enterprises, through Tāmaki 10,000 and Whāriki Business network To accelerate more Māori into well-paying jobs here in Tāmaki Makaurau.

2.2 Our people

ACTIONS	KEY MILESTONES	ANTICIPATED OUTCOME
<p>Tagata Pasifika</p> <ul style="list-style-type: none"> The RSLG will support Pacific workforce upskilling initiatives, led or facilitated by Pacific communities, which will help Pacific people through education, micro-credentials, digital and tech, as well as literacy and numeracy projects e.g., Project Ikuna. The RSLG will support initiatives that close the gap in pay for Pacific in the workplace and supports industry and sector businesses that promote good pay for the right skills and provide opportunities for career development e.g., Pacific Pay Gap Inquiry. The RSLG will advocate to connect Pacific businesses with support and resources delivered by key regional stakeholders to build resilience and growth. The RSLG will support career information and advice initiatives that have reach and impact with Pacific people in relevant aiga and groups. 	<ul style="list-style-type: none"> The RSLG will support Pacific workforce upskilling initiatives, led or facilitated by Pacific communities - that will help Pacific people through education, micro-credentials, digital and tech, as well as literacy and numeracy projects e.g., Project Ikuna. The RSLG is working closely with Project Ikuna which is a 4-year programme developed by Tātaki Auckland Unlimited in conjunction with and co funded by MBIE. Project Ikuna achieves this by development and delivery of micro credentials through the workplace (3450 creds delivered to date) credential domains include digital skills money management and leadership skills Participating organisations where project Ikuna credentialling is now driving pacific workforce skill gains include manufacturing & processing, healthcare, transport & logistics, construction & Infrastructure. The RSLG has engaged with The Southern Initiative's Social Procurement, Amotai, Uptempo, Pacific Peoples Workforce Challenge, Mori, and Pacific Trades Training programmes, all which support improving labour market outcomes for Pacific people. The RSLG will advocate to connect Pacific businesses with support and resources delivered by key regional stakeholders to build resilience and growth. The RSLG is working closely with business leaders and industry including the Pacific Business Trust and Ministry of Pacific people to support Pacific businesses and employees to achieve wider reach and employment outcomes. The RSLG will support career information support and advice initiatives that have reach and impact with Pacific people in relevant aiga and groups. The RSLG is working closely with Ministry of Education and TEC, to help reach Pacific community and young learners in terms of retention, transitions and to support learning outcomes. 	<ul style="list-style-type: none"> To accelerate career development and upskilling of Pacific workforce currently in low skilled, low paid work. To ensure Pacific workers and the Pacific business community are well-connected to networks and resources that support business growth, increase resilience, and improve labour market outcomes for the Pacific community. To work with Pacific community leaders to improve retention, learning outcomes and transitions support for young learners.

<p>Ethnic communities, former refugees & recent migrants</p> <ul style="list-style-type: none"> • The RSLG advocates workplaces to make the most of Tāmaki Makaurau region's increasingly diverse workforce by establishing practices of pay equity, recognition of prior education and work experience. • The RSLG advocates for skills and entrepreneurial support initiatives, including career guidance to be given to former refugees, recent migrants and ethnic communities for enhanced labour market participation. • The RSLG supports more accessible opportunities for English language courses for ethnic communities and migrants. 	<ul style="list-style-type: none"> • Lack of English language training and drivers' licences continue to be a barrier to obtain work in Tamaki Makaurau for ethnic communities, former refugees, and recent migrants. The RSLG has been working with regional government officials to support secondary school transitions into employment and developing a proposal for driver licencing to be available as a future offering in the secondary schools Gateway programme. Driver licensing and language training would complement the work readiness training toolbox for Gateway students and provide 'work ready' offering in terms of increased labour market mobility. • The RSLG has arranged a number of immigration policy related webinar and information sessions for RSLG members and key stakeholders to better understand relevant policies. 	<ul style="list-style-type: none"> • To provide these communities with the capabilities to easily enter the region's workforce • To support employers and ethnic communities, former refugees and recent migrants to better understand working rights, and immigration policies.
<p>Rangatahi - Ensuring sustainable & equitable education & employment outcomes for youth</p> <ul style="list-style-type: none"> • The RSLG will advocate for secondary schools, vocational education institutions, Ministry of Education and Māori and Pacific to address the large numbers of South Auckland rangatahi leaving school without qualifications during the COVID-19 pandemic. The Regional Public Sector Commissioner (RPSC) has invited the RSLG to participate in a regional/youth return to education initiative. • The RSLG supports secondary schools to prototype initiatives that encourage young people across Tāmaki Makaurau to stay and complete secondary school before moving into high-quality tertiary education, employment or enterprise. (Economic Development Action Plan 3.1.4). • The RSLG promotes enhancing careers delivery pathways beginning at school. It also acknowledges the region's people are on a career continuum and face-to-face post-school learning is vital with a focus on regionally led solutions and career job support and pastoral support. • The RSLG advocates for strengthened careers advice and bringing stakeholders together to design and implement a purpose-built careers advice ecosystem for Tāmaki Makaurau. This includes 'by and for' structures for Māori and other groups disadvantaged in the labour market. 	<ul style="list-style-type: none"> • The RSLG is closely working with the Regional Public Sector Commissioner (RPSC) as part of the Ministry of Education - Youth Attendance and Engagement Working Group to support initiatives to help youth return to education. The NCEA Change Programme is enhancing learning by promoting equitable access for all students, and ensuring literacy and numeracy are now co-requisites to gaining an NCEA qualification. • The RSLG is engaged with Selwyn College Auckland to better understand paradigm shifts in the way schools can support learners and help them transition from secondary school into employment, and how we can collectively support ākonga with being present, participating and progressing in school. • RSLG has engaged with Kainga Ora on self-sustaining Trade Academies inside high school being piloted at Massey High School in collaboration with Kainga Ora to give students access to build houses. The students can sell those houses to their local community, which helps them build on a values-based notion of serving the community, and the profits are reinvested in the trade academy. • The RSLG is supporting MIT and its School of Secondary – Tertiary Studies. 	<ul style="list-style-type: none"> • The RSLG will advocate for secondary schools, vocational education institutions, Ministry of Education and Māori and Pacific - to address the large numbers of South Auckland rangatahi leaving school without qualifications during the COVID-19 pandemic. • The RSLG aims to support secondary schools to prototype initiatives that encourage young people across Tāmaki Makaurau - to stay and complete secondary school before moving into high-quality tertiary education, employment or enterprise.

<ul style="list-style-type: none"> • The RSLG supports Māori-led delivery of support and pastoral care to rangatahi and whānau to make subject and employment pathway choices, while understanding future workforce opportunities. • The RSLG will review the recommendations from the Youth Employment Action Plan and will incorporate these, where appropriate, into the ongoing work of the RSLG. • The RSLG supports the building of visible and sustainable 	<ul style="list-style-type: none"> • The RSLG has been working closely with TEC, MoE, Te Pūkenga- MIT and has provided specific advice for supporting young learners in Auckland, bringing stakeholders together through the “Connect” meetings to support a careers advice ecosystem for Tāmaki Makaurau. This includes ‘by and for’ structures for Māori and other groups disadvantaged in the labour market • The RSLG has engaged with Restaurant Association who, with Ringa Hora are kicking off a Rangatahi Council for the Hospitality industry – the key purpose for this is addressing the skills shortage, looking at training and skills pipelines for the industry, perception and other key areas for our industry. 	<p>The RSLG promotes enhancing careers delivery pathways beginning at school. It also acknowledges the region’s people are on a career continuum and face-to-face post-school learning is vital with a focus on regionally led solutions and career job support and pastoral support.</p>
<p>People with disabilities</p> <ul style="list-style-type: none"> • The RSLG supports the establishment of employment working groups for different disabilities to address specific needs for each group and as a way of facilitating good employer responses for the region. • The RSLG promotes support for young people with disabilities to receive the same education opportunities as other Aotearoa New Zealanders. • The RSLG advocates that the education sector is aware of the critical levers that will prevent young people with disabilities in Aotearoa New Zealand from accessing education. • The RSLG has committed to supporting the Working Matters Disability Employment Action Plan which is an all-of-government Action Plan that aims to ensure an inclusive economic recovery from COVID-19 where people with disabilities and people with health conditions can participate in employment on an equal basis. In addition, the RSLG will develop a robust understanding of the needs of people with disabilities in Tāmaki Makaurau based on the Working Matters Disability Employment Action Plan. 	<ul style="list-style-type: none"> • The RSLG has been engaging with the disabled persons assembly and they have pulled all employer resource together on their https://www.infoexchange.nz/resources-for-employers/ for circulation amongst the networks to help support employers to be better equipped with attracting and retaining the disabled workforce. 	<ul style="list-style-type: none"> • Establish a one-stop shop to promote amongst the RSLG members’ business networks as an employer resource as a first step to encourage more employment of people with disabilities across Tāmaki Makaurau

<p>Ageing workforce</p> <ul style="list-style-type: none"> • The RSLG advocates for initiatives that maintain employability of older workers in the region’s workforce. • The RSLG supports regional initiatives that will change the mindsets of employers to embrace older workers as an asset rather than a liability. • The RSLG promotes supporting and protecting the welfare and wellbeing of older people in the workplace across Tāmaki Makaurau. • The RSLG will review the recommendations from the recently released Older Workers Employment Action Plan and incorporate these, where appropriate, into the ongoing work of the RSLG. 	<ul style="list-style-type: none"> • RSLG have engaged with Hanga-aro-rau Research team to support their research work into the older worker. • RSLG have engaged with the Construction Accord to gain an understanding where they might lean into support older workers in this sector. • RSLG team members engaged with Tātaki Auckland Unlimited, seeking to join up and support regional initiatives to positively shift the mindset of employers towards employment of the aged workforce. The anticipated outcome is to support Tātaki Auckland Unlimited to undertake an online campaign to raise visibility of the aged workforce and change narrative for older workers so they can continue to access employment opportunities. • RSLG have engaged with The Office for Seniors, seeking to support the next Public Sector Census in 2024 to have a stronger older worker lens. 	<ul style="list-style-type: none"> • RSLG member Paul Jarvie is now part of the expert group to advance the Hanga- aro-rau research into the older workforce. • The Construction Accord (via MBIE) are updating progress on the Diversity Road Map with the goal of providing a heat map. Progress is being monitored by the secretariat.
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2.3 Our Economy, Industry and Business

ACTIONS	KEY MILESTONE	ANTICIPATED OUTCOME
<p>Construction and Infrastructure:</p> <ul style="list-style-type: none"> • The RSLG supports the building of visible and sustainable career pathways, with a focus on: <ul style="list-style-type: none"> ○ System-wide commitment to building visible and sustainable career pathways. ○ Drawing on the skills and knowledge of the senior workforce, including supporting, mentoring and coaching skills to develop the future workforce and supporting next career steps. ○ Promoting upskilling within the casual labour workforce, coupled with mentoring and pastoral care. ○ Encouraging rangatahi/youth and whanau through work exposure/experience, internships, cadetships, graduate recruitment, apprenticeships, and campaigns such as EPIC, Waihanga Ara Rau, CSA Beacon projects. ○ Encouraging women and girls including initiatives such as Diversity Agenda, National Association of Women in Construction, Women in Trades, Women in Infrastructure. ○ Skilled migrant attraction (level 6 and above) to meet immediate needs, and to share knowledge (role modelling, mentoring, coaching). • The RSLG advocates construction and infrastructure training is effectively delivered and tailored to future regional needs by: <ul style="list-style-type: none"> ○ Investigate an industry-wide regional platform to align workforce education and training provision, from compulsory to in-work upskilling, using the Construction Centre 	<ul style="list-style-type: none"> • The Group is engaging with industry and the Workforce Development Council to understand what training is being delivered in the sector to meet the future skills regional needs and how to further enhance effective delivery. Via these stakeholders, the group is gathering insights on gaps in training provision, and evidence of skills shortages in new or emerging subsectors of the construction skills environment. • The RSLG Secretariat has engaged with industry stakeholders and education providers regarding the Workforce Information Platform (WIP) to better understand how the industry is using this tool to address the future skills demand and gaps. • The RSLG Secretariat has participated in regional hui with the WDC and Construction Sector industry stakeholders to better understand and support workforce participation and skills transition. This has primarily involved leveraging relationships with companies who have successful recruitment/training/skills development programmes as exemplars of current practice to potentially be used by other companies. Engagements include iconic Auckland projects such as City Rail Link. • The RSLG has collaborated with Kāinga Ora building developments to encourage greater utilisation of Māori and Pasifika subcontractors and recruitment of local construction workers as part of its social wellbeing and broader outcomes goals within the Kāinga Ora construction and maintenance work programme. Kāinga Ora is now also actively promoting recruitment of more women, Māori and Pacific, as well as engaging with social housing tenant’s whanau/aiga to promote opportunities for whanau to access employment and sign-on as apprentices and cadets, attached to project builds happening in their own community. For new large tenders, 50 per cent of apprentices for these projects must come from these priority groups. • The RSLG is working with the Workforce Development Council Waihanga Ara Rau and set up a strategic reference group to consider the development of workforce development plans in relation to industries identified in the WDC’s Statement of Strategic Direction and identified in the Regional Workforce plan. 	<ul style="list-style-type: none"> • To develop a current understanding of the workforce and skills pipeline for the region and to build sustainable career pathways in this sector. • Attract rangatahi into their workforce with a foundation of knowledge and skills to build from. • To better connect Rangatahi and employers/industry better to enable transitions from secondary school into skilled work and support greater spread of regional training that meets industry needs, businesses and worker needs including provisions for in-house training (earn-while-you-learn). • To work in partnerships with Waihanga Ara Rau and NZCB on supporting potential pilots in the region. Ensuring that employers are equipped with fit for purpose new advice and support for apprentices during their training. Also, to support clear career pathway information and development of new provision (e.g., micro-credentialling) in the sector that that can be applied regionally. • To work with mentioned stakeholders in reducing any barriers in relation to workforce participation in C&I to improve the following outcomes: <ul style="list-style-type: none"> - Attracting and retaining staff through skills development and support a sustainable skills pipeline - Facilitating positive shifts in the mindsets of students so they can see themselves in C&I, thus strengthening a school to industry worker pipeline. Supporting how the sector can increase awareness and connections between future workforce and industry and

<p>of Vocational Excellence Career Framework (Te Pūkenga, universities, wānanga, PTEs etc.)</p> <ul style="list-style-type: none"> ○ Align and communicate the construction workforce forecast on the Workforce Information Platform with regional education and training sectors. ○ Support employer connections to trades academies, s that academy graduates can move directly into further training and employment. <ul style="list-style-type: none"> ● The RSLG promotes the use of the Workforce Information Platform to inform the region of future employment and skill requirements in the construction and infrastructure sector. ● The RSLG supports initiatives to grow future Māori and Pacific industry leaders and businesses in Tāmaki Makaurau. 	<ul style="list-style-type: none"> ● RSLG and WDC are working with the New Zealand Certified Builders (NZCB) on the Employer Support Programme for employers who need extra assistance to help their apprentices through their learning journey. NZCB has indicated that they are looking to fund programs in these areas through possible pilot programmes. . To increase women’s access to construction sector employment, RSLG is also working to support the Industry Equity project in conjunction with Hanga-Aro-Rau and BCITO. An online toolkit and equity directory launched in July and has had over 3400 visits to date. Resources include The Women’s Toolbox - Get a Career in the Trades – Trade Careers. The Wāhine on the Tools web series launched 29 September 2022, with over 146,472 views to date. ● The RSLG has been working closely with The Southern Initiative (TSI) to support the Māori and Pacific Trades Training Programme which aims to create quality employment opportunities for graduates who have gone on to work mainly in the construction and infrastructure sector. As part of this initiative, TSI tested a wraparound employment brokering service where the team worked with a proportion of graduates over 13 months to ensure they had the licences, equipment, and relational support to connect to quality jobs, that prioritised their professional development and paid meaningful wages. Additionally, the TSI are working with a mix of private sector professionals, public sector professionals working in employer, education, training and Rangatahi to collaborate on Green Jobs and Skills (including opportunities in Construction and Infrastructure). 	<p>employer-led action especially with Link Alliance members</p>
<p>Manufacturing</p> <ul style="list-style-type: none"> ● The RSLG supports skills development for Manufacturing sector workers. ● The RSLG promotes skilled Māori workforce in the sector. There is an opportunity for the Manufacturing sector to grow its presence in Tāmaki Makaurau with Tāmaki 10,000 engaging Māori communities, whānau, hapū and iwi to become more proactively involved in the sector, both as employees and employers. ● The RSLG supports growing productive and customer-focused manufacturing firms. 	<ul style="list-style-type: none"> ● The RSLG secretariat is collaborating with Hanga-Aro-Rau as part of the research project “Post COVID-19 Workforce Development Needs in New Zealand’s Manufacturing and Engineering Industries” - funded through the TEC Covid Response Fund. The Secretariat is working with the WDC to establish a working group to work through the actions based on the research findings. ● The RSLG secretariat is working closely with Hanga-Aro-Rau is to help support the development of a Māori Workforce Strategy currently. This will be a 5-year plan with annual action plans. Hanga-Aro-Rau and Waihangā Ara Rau WDCs have a collaborative industry equity project: https://www.tradecareers.co/. ● The RSLG has commenced regular engagements with Hanga-Aro-Rau work leads in the region ensuring any regional input and insights RSLG can provide from stakeholder’s weave into Hanga-Aro-Rau’s various 	<ul style="list-style-type: none"> ● To accelerate the Manufacturing sector's workforce development by ensuring the RSLG continues engaging with Hanga- Aro-Rau's work, and by providing regular regional input on labour market and workforce issues for Hanga-Aro-Rau to consider and include where appropriate. ● Support workforce development initiatives that seek to improve the capabilities and livelihoods of Māori workers within the Manufacturing sector

	<p>projects is considered and included where appropriate. Collaboration includes support to Hanga-Aro-Rau WDC with its TEC COVID-19 Relief Fund research project, and support of upskilling initiatives such as Project Ikuna, a micro credentialling initiative that are delivered in work and support Pacific manufacturing sector employees to upskill rapidly through credentials gains in domains such as digital literacy and team leadership. Hanga-Aro-Rau are in the process of establishing a working group to collaborate on RWP actions, supported by research – providing further basis for collaboration with RSLG on projects of mutual interest going forward. Hanga-Aro-Rau is also developing a Pacific Workforce Strategy and are inviting input from the RSLG on its development, this will be a 5-year plan with annual action plans.</p> <ul style="list-style-type: none"> • RSLG Secretariat is also working closely with Hanga-Aro-Rau as they develop a Pacific Workforce Strategy to provide insights and workforce challenges. Tāmaki Makaurau region is the largest in terms of the number of pacific employees in the manufacturing sector and have a significant number of Pacific employers in the manufacturing sector. The Secretariat engage regularly with employees and industry bodies to better under labour market issues impacting pacific workers and sharing these findings across. Key issues identified have been digital skills and soft skills. The Secretariat has engaged on the following to make connections for the industry on these workforce issues: <ul style="list-style-type: none"> ○ MAKE NZ, Hanga-Aro-Rau Workforce Development Council and The Learning Wave are working alongside other manufacturing stakeholders to develop and pilot a 2nd step in the pathway for Digital Skills in Manufacturing; building on the Digital Skills in Manufacturing Micro-credential developed at Competenz (now Te Pūkenga) which is currently available. This is an industry led and funded project targeted at up-skilling team leaders in manufacturing to support the increasing digitalisation of especially the Pacific workforce in the region. ○ The RSLG Secretariat have also made linkages with the Hanga-Aro-Rau and Waihangā Ara Rau on the collaborative industry equity project: https://www.tradecareers.co/ and have connected RSLG members engaged in the sector. 	<ul style="list-style-type: none"> • Continue to collaborate with Industry and WDCs to improve productivity across the sector. • To influence an increase in quality jobs and opportunities via collaboration with the private sector and public sector. • Ensure a strong workforce pipeline, including staircase training and job progression for especially young, Māori and Pacific Peoples for the large and growing logistic sector in Tāmaki Makaurau especially around the airport hub in Māngere. •
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	<ul style="list-style-type: none"> ○ Acknowledging that Tāmaki Makaurau hosts major national logistic hubs, the RSLG is working with Hanga-Aro-Rau and FIRST Union to comprehensively map and audit skill requirements of the industry and promote good jobs, training and career progression for workers in the sector. 	
<p>Hospitality</p> <ul style="list-style-type: none"> • The RSLG supports the implementation of the industry-led Future of Hospitality Roadmap Goals with a focus on raising the attractiveness of the sector by providing better working conditions, ensuring decent employment practices, and changing the image of the sector to ensure good jobs through HospoCred. • The RSLG advocates a thriving hospitality sector that offers better working conditions, based on a strong employer duty of care for its service workforce. • The RSLG promotes a hospitality workforce that can share manaakitanga with manuhiri, or guests, while representing this home with heart, soul and mana. 	<ul style="list-style-type: none"> • The RSLG has worked closely with the Hospitality industry to better understand workforce issues and support better working conditions in the sector. An important outcome of this mahi is the launch of the Hospo Cred program by the Restaurant Association of New Zealand. It was developed in 2022 to create a platform for recognising standards within the hospitality industry. 230 businesses have signed up so far. Businesses with this accreditation have demonstrated a commitment to best practice, to ongoing development of their workers and businesses and to increasing their impact. Any businesses that have HospoCred will automatically be included in the accord/accreditation. • Hospitality sector has expressed concerns about a labour shortage in the sector, with businesses struggling to recruit sufficient workers under the current pay and conditions. The RSLG has worked closely with industry leaders to better understand the specific skills shortages in the region and Chefs was identified as a key shortage in the region. This analysis has been shared at many fora as well as with immigration colleagues including Hospitality and Tourism Wananga. Immigration New Zealand is also progressing a significant number of hospitality workers under the AEWV which also include chefs. The current chef qualification requirements for the AEWV such as the New Zealand Certificate in Cookery (Level 4) or equivalent. • The RSLG has also connected the hospitality industry with programs being run locally such as those by Tātaki Auckland Unlimited to support youth working in services sector through programs such as Youth Employer Pledge Network and Tū Mai 	<ul style="list-style-type: none"> • To ensure sustainable and fit for purpose workforce innovations such as HospoCred are adopted and recognised as industry-leading best-practice. • Through implementation of HospoCred, Hospitality Fair Pay Agreement initiative of Unite Union and similar initiatives, the industry is recognised as a source of good employment conditions and career prospects. • To work with Immigration New Zealand and the sector on a robust solution for demarcating qualifications of workers to ensure a more accurate match against industry need.

	<p>Ambassador program to allow the hospitality industry to develop the soft skills that represent the soul and mana of the industry.</p> <ul style="list-style-type: none"> • The RSLG is working with the Toi Ma Workforce development council to better understand how a sustainable pipeline of hospitality workers can be developed locally and we are able to provide sustainable career pathways to our region’s youth to thrive in this sector. • The RSLG is working with Ringa Hora (Services) Workforce Development Council and has participated in workshops with Ringa Hora and key stakeholders to raise the sector's attractiveness, ensuring sustainability, productivity, and resilience for the workforce address the issues raised through this engagement, and are the framework for collaborative action. 	
<p>Health</p> <ul style="list-style-type: none"> • The RSLG advocates removing barriers and fast-tracking local and migrant training. <ul style="list-style-type: none"> ○ Support removal of barriers for Māori and Pacific students to complete their studies. ○ Endorse alignment and career stair-casing from unregulated, enrolled nursing, registered nursing, nurse practitioners and across to other medical roles ○ Support options to allow step-on, step-off studying while being able to work in the sector at their current level. ○ Endorse and support ‘earn as you learn’ option for all fields of nursing and a fees and support structure that at least matches male dominated sectors. • The RSLG supports immediate actions to increase the broader health workforce. <ul style="list-style-type: none"> ○ Support affirmative action to retain and train the COVID-19 surge workforce. ○ Take affirmative action to fast-track migrant and existing domestic students and resident workforce at this time of acute shortages, especially in nurse-led practitioner roles. 	<p>Immediate actions to increase the broader health workforce:</p> <ul style="list-style-type: none"> • Te Whatu Ora advised their strategy is to grow the Enrolled Nursing workforce. The Group engaged with EET (Employment, Education and Training) Minister through letters and made recommendations in their RWP (Regional Workforce Plans) published in July 2022 and in discussion with Te Whatu Ora and Immigration NZ. The RSLG sought to immediately increase the health workforce at a time of acute labour shortages and crippling demand due to Covid-19. Broadly the Group recommended that (a) Nurses are aided to return to their profession (b) The number of migrant nurses was increases (c) time for nursing to be freed up by making more use of allied (non-registered) health professionals. <ul style="list-style-type: none"> ○ The Te Whatu Ora ‘Return to Nursing Workforce Support Fund’ was stood up to support domestic and Internationally Qualified Nurses to gain their annual practicing certificate (APC). As of 22 September 2022, after two rounds 225 applicants had been approved for funding. After the first round 65 nurses successfully got access to the funds with 47 from the aged care sector. ○ The RSLG engaged with Immigration New Zealand in the settings for the Immigration Rebalance and Care Sector Agreement that increased the numbers of L3 and 4 	<ul style="list-style-type: none"> • Encourage more Māori into the sector and to better meet the health needs of Māori by supporting Māori Health Providers focus on embedding a Mātauranga Māori approach for Health Care Assistants/Kaiāwhina training. • Advice to TEC is agreed upon and focusses on improving the levels of cultural competency across L1 to 4 for Kaiāwhina shortages. • Our health care providers are enabled in developing a micro-credential that recognises the skills developed by the COVID-19 surge workforce and puts them on a pathway to a Kaiāwhina role. • Advice to TEC is agreed upon and supports a review across the scope of practices in all areas of the Nursing pipeline, including the "step on, step off" initiatives for Enrolled Nurses. • To ensure through advocating for a 'step-on, step-off' approach that no training or education investment by a student is wasted, and there are many ways to remain

<ul style="list-style-type: none"> ○ Take action to recruit peer support for mental health from those with lived experiences but ensure there are clear career pathways. ○ Work with Tāmaki 10,000 to support and engage whānau and communities and workforce to have good jobs and a meaningful career in the industry. ○ Work with MSD and DHBs to support people into employment via the employment pipeline, and look at the volunteer workforce to support MSD flexi-wage projects in the community. ● The RSLG promotes utilisation of the comprehensive data and forecasts existing in the sector to validate investment in workforce development. <ul style="list-style-type: none"> ○ Support the streamlining of contracted services by DHBs so that expiry and timing does not lead to pay inequity and retention issues for some in the sector. ○ Partner with Toitū te Waiora – WDC to better understand the skills deficit in the sector and the capability gaps to meet industry needs and provide works with clear pathways to employment and career progress within the sector. ● The RSLG will support more joined up pathways for career progression with professional categories <ul style="list-style-type: none"> ○ Career progression is generally expected to occur within the same professional category but even within the same broad area there it is a disjointed journey from vocational education and training to tertiary training that the Review of Vocational Education (ROVE) has not addressed. 	<p>Health Care Assistants allowed in for 2 years and the exemptions to be paid below the medium wage. The Group strongly supported continuing education and training of the entire workforce and placing Registered Nurses on the Green List on the work-to-residence pathway was a starting point for encouraging overseas workers.</p> <ul style="list-style-type: none"> ○ The RSLG engaged with Te Whatu Ora and Toitu Te Waiora with the purpose of advocating for alignment and career stair-casing from unregulated, enrolled nursing, registered nursing, nurse practitioners and across to other medical roles, leading a flexible and agile workforce. ○ The RSLG regularly engaged with Te Whatu Ora and Toitu Te Waiora through-out 2022/23, supporting and advocating for a ‘step-on, step off’ approach to study, to enable students to work in the sector at their current level. This will allow those that exit the Bachelor of Nursing programme or who do not achieve professional registration to use their skills within the Health Sector. Toitu Te Waiora, in support are reviewing the scope of practice for the Health and Wellbeing Certificate (Qualification for Kaiāwhina role) in the context of the Enrolled Nursing Diploma scope of practice. This review will also have regard to the Bachelor of Nursing including Bachelor of Māori Nursing. <ul style="list-style-type: none"> ● Removing barriers: <ul style="list-style-type: none"> ○ The RSLG is aware that many aspects of study act as major barriers to study completion. Some barriers include difficulty accessing financial support via Studylink, some students are not able to continue with part-time employment that can accommodate practicum schedules, and placements incurring extra cost for child-care and travel. Te Whatu Ora are planning a change to the way practicum or placements are managed and timed across a year. 	<p>working and upskilling in the health sector and meet critical workforce.</p> <ul style="list-style-type: none"> ● Continued education and training of the entire workforce and placement of Registered Nurses on the Green List on the work-to-residence pathway.
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	<ul style="list-style-type: none">○ The Nursing Pipeline Project (Te Whatu Ora) started a new programme of work in alignment with recommendations from the RSLG's regional workforce plan. They are currently looking to find the reasons students are not completing studies and how the sector might be more responsive to Māori and Pacific Nursing students. The scope includes student allowances for mature students (45 plus), earn as you learn/salaried training programmes and a proposal to have study grants/support to prevent student attrition.○ The RSLG attended Te Rau Ora 'Tini ngā hua maha ngā huarahi/Hauora and Education Ecosystem' workshop with the aim to connect across the system to understand and support the removal of barriers for Māori and Pacific students to complete their studies.○ With ongoing recruitment of migrant workers, the RSLG supports the Migrant Action Trust in advocating for free yearly English training in the workplace to remove barriers for nurses.● Better understanding skills deficit:<ul style="list-style-type: none">○ The RSLG partnered with Toitū te Waiora – WDC to better understand the skills deficit in the sector and the capability gaps to meet industry needs and provide works with clear pathways to employment and career progress within the sector. MSD and Te Whatu Ora are now partnering on a national basis to recruit from MSD client lists and to foster inclusion in the many pastoral care programme that MSD have available.○ Toitū te Waiora and Odyssey House, Auckland have worked together to significant effect to create the first micro-credential 'Peer Support 101 – Introduction to Lived Experience Peer Support in Addictions', a level 3 qualification taken up by 200 people across New Zealand. Toitū te Waiora and Odyssey House, Auckland have advanced this priority. Over the next 6-months RSLG	
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	supports ensuring a career pathway for these practitioners.	
<p>Primary</p> <ul style="list-style-type: none"> • The RSLG will support and plan with local employers, local boards (Franklin and Rodney) and the Franklin Skills Hub to improve the sector's attractiveness for workers with a focus on pastoral care and improvement of industry practices. • The RSLG promotes working with Māori and Muka Tangata to support Māori in mahi and shares the Muka Tangata vision of the wider system, one where vocational education adapts and responds to ākongā and industry needs, with a critical focus on Māori. • The RSLG promotes regional partnerships with Waikato, Bay of Plenty and Tai Tokerau Regional Skills Leadership Groups due to the proximity of the major sector employers in Rodney and Franklin local board areas. • The RSLG will work with Muka Tangata (People, Food and Fibre) Workforce Development Council to look at the workforce skills needed to support innovation and technology in the sector. 	<ul style="list-style-type: none"> • The RSLG will support and plan with local employers, local boards (Franklin and Rodney) and the Franklin Skills Hub to improve the sector's attractiveness for workers with a focus on pastoral care and improvement of industry practices. • The RSLG promotes working with Māori and Muka Tangata to support Māori in mahi and shares the Muka Tangata vision of the wider system where vocational education adapts and responds to ākongā and industry needs, with a critical focus on Māori. • The RSLG promotes regional partnerships with Waikato, Bay of Plenty and Taitokerau Regional Skills Leadership Groups due to the proximity of the major sector employers in Rodney and Franklin local board areas. • The RSLG will work with Muka Tangata (People, Food and Fibre) Workforce Development Council to look at the workforce skills needed to support innovation and technology in the sector. 	<ul style="list-style-type: none"> • MPI and the Franklin Local Board are developing a Franklin District Food Strategy for the Franklin area, focused on Pukekohe. • RSLG are supporting and will advocate and influence across the system, including Muka Tangata to address workforce issues as they arise.

2.4 Our future workforce

ACTIONS	KEY MILESTONES	ANTICIPATED OUTCOME
<p>Technological futures – Shaping the digital skills of the future workforce</p> <p>Digital skills actions</p> <ul style="list-style-type: none"> • The RSLG supports urgent and critical action required to ensure the minimum sustainable workforce pipeline meets regional demand for digital skills and advanced digital roles (including software engineers). • The RSLG supports connections with industry partners, including Microsoft, Facebook, Meta, Google, Amazon and IBM along with tertiary education providers to mitigate equity and access gaps for digital skills. This will ensure access and timing of funds are aligned with industry partners’ investment. • The RSLG promotes the creation of a space for collaboration with industry. This space will promote digital skills for Māori by Māori and align digital skills training with business needs. • The RSLG supports the development of career pathways for Māori by Māori through the delivery of micro-credentials in digital skills for Māori students under 30 (a high proportion of the Māori population in Tāmaki Makaurau). 	<ul style="list-style-type: none"> • RLSG has worked Tech Tāmaki Makaurau (TTM) to support its vision is for Auckland to be a global epicentre for tech innovation technology and talent. TTM purpose will be creating a tech ecosystem that attracts home grown and international workforce, developing a tech industry that delivers sustainable and equitable opportunities, and growing Tāmaki Makaurau as a globally connected and collaborative tech city. • RSLG has supported Te Au Hangarau to commission research to understand what factors influence participation of and success of Māori tech graduates in NZ tech industry. The aims of the research are to understand the factors influencing greater participation and success of Māori graduates in the tech industry and to develop qualitative research (interviews) to hear/share the experiences of Māori in higher education and employment within the tech sector. Te Au Hangarau was commissioned by Tataki AU and Spark Foundation in conjunction with Te Matarau Maori Tech Association, AATA Solutions and Koru Digital Agency in collaboration with Pūhoro STEM Academy. • RLSG has supported MAKE NZ, Hanga-Aro-Rau and The Learning Wave are working with industry stakeholders to explore micro-credentials smoothing the pathway for digital skills in Manufacturing targeted at up-skilling team leaders to support increasing digitalisation of processes 	<ul style="list-style-type: none"> • To support the region’s future workforce is digitally skilled and especially those communities in the South and West of Auckland who have not benefitted from gains in technology and growth within the region. • To ensure Auckland’s workforce especially the youth, Māori and pacific workers are prepared in an equitable manner to access for digital workforce and skills opportunities that will emerge in the Auckland region. • To retain and develop the digital skills talent in the region to support the industry’s capability in Auckland.
<p>A future-ready resilient workforce</p> <ul style="list-style-type: none"> • The RSLG supports mobilisation for the development of initiatives and or programmes to ensure Tāmaki Makaurau is prepared to support its workforce to respond to shocks (economic and others) especially in terms of developing future ready and future proof workforce, particularly women and young people. 	<ul style="list-style-type: none"> • RSL has been in regular discussions with MSD regarding workforce impacts due to the current recessionary headwinds in the region (economic shock) as well as the impact of floods. MSD team shared that given the trend from past years for Auckland, middle-level management is usually the one that is impacted earliest and most during economic shocks and the RSLG have connected these teams with the resources available the region to support workforce resilience. 	<ul style="list-style-type: none"> • The RSLG aims to work together with MSD, EMA, First Step and other key stakeholders to build workforce resilience that supports mobilisation for the development of initiatives to help the workforce respond to current economic shocks (recession) and climate shocks (floods and cyclones).

<ul style="list-style-type: none"> • The RSLG advocates for the mental health and wellbeing of people to support an agile workforce ready to respond to changing economic and labour market circumstances, while recognising that Tāmaki Makaurau is the border city to Aotearoa New Zealand and its workforce and businesses are at the forefront of economic shocks and workforce disruption. • The RSLG encourages SME activation mentoring and support for rangatahi to ensure resilience and recognises the critical function of the region’s social services organisations and volunteers in supporting the region’s resilience, especially in the aftermath of the COVID-19 pandemic. • The RSLG endorses programmes that support workers with opportunities to upskill through job displacement, including support to just transitions and potential job losses in the future in those sectors impacted by economic and technology changes. 	<ul style="list-style-type: none"> • RSLG has shared resource available from Auckland Unlimited for businesses and workforce being impacted by economic shocks and climate related events. • RSLG has connected businesses and key stakeholders with the First Steps - To support health and wellbeing First Steps is as a space to find resources, video content, news and articles; as well as connecting you with confidential support from approved professional wellbeing providers, to help businesses make sense of challenging situations. • RSLG has supported and collaborated with the Business Support Helpline as part of the recovery efforts with by Employers and Manufacturers Association (EMA) for business owners who have been affected by the severe weather conditions. Access specific advice and information for businesses covering issues such as staff leave, paying employees, insurance and more. 	<ul style="list-style-type: none"> • RSLG aims to support the sectors impacted to develop a future-ready and future-proof workforce during such economic shocks • To identify which skills and in what industries can people transfer into using their existing skills to support short and long-term employment opportunities and workforce needs. • How the RSLG can support workers with opportunities to upskill through job displacement, including just transitions and potential job losses in sectors forecast to be impacted by these economic shocks by connecting them to opportunities and resources across the region.
<p>Green skills and jobs actions</p> <ul style="list-style-type: none"> • The RSLG supports the workforce to identify the critical green skills required for Tāmaki Makaurau to develop a sustainable and circular economy model supported by its workforce. It will also work with The Southern Initiative to support workforce capability for the circular economy for Tāmaki Makaurau in South and West Auckland, especially for the Māori and Pacific workforce. • The RSLG supports a large-scale endeavour like the Eco Park to create green economy workforce opportunities in South Auckland, especially for the Māori and Pacific workforce. • The RSLG advocates working with industry to support workforce upskilling for green skills and prepare the workforce for the green transition owing to climate change impacts. • The RSLG promotes a worker-enabling and responsive public transport system where workers across Tāmaki Makaurau can reach their workplace efficiencies using public transport, especially reaching those areas of concentrated high employment. 	<ul style="list-style-type: none"> • The RSLG is working closely with Tātaki Auckland Unlimited and Climate Connect Aotearoa to understand climate–related risks and opportunities (R&O) helps us to prepare the workforce for the transition. Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan that is being supported by Tātaki Auckland Unlimited aims to reduce GHG emissions by 50 per cent by 2030 & reach net zero by 2050 and adapt to climate change. The RSLG is working together with Tātaki Auckland Unlimited to better understand the need to embed equity, te ao Māori, and a strong rangatahi voice in the plan and how we can support workforce enablement for this work. • Climate change poses a reputational risk if the skills required to transition, or prosper from the transition, are not present in the labour market and the RSLG is working closely with Climate Connect Aotearoa, to better understand how we can identify the changes required for the workforce to respond to climate change, identify the skills associated with these changes, prepare the workforce to adapt to these changes and attract appropriately skilled workers from outside of Auckland to our region. 	<ul style="list-style-type: none"> • To enable the region to identify the critical green skills required for Tāmaki Makaurau to develop a sustainable and circular economy model supported by its workforce through initiatives such as Climate Connect Aotearoa. • To support workforce upskilling for green skills in collaboration with industry and prepare the workforce for the green transition owing to climate change impacts. • To ensure successful delivery of climate change and workforce programmes in south and west Auckland

2.5 Good skills for good jobs

ACTIONS	KEY MILESTONES	ANTICIPATED OUTCOME
<p>Vocational education actions</p> <ul style="list-style-type: none"> The RSLG supports working with Te Pūkenga to ensure a comprehensive delivery of vocational education across the region. The RSLG supports the review of the value of current active labour market programmes in Tāmaki Makaurau following the completion of the national review of ALMPs by MBIE. 	<ul style="list-style-type: none"> The RSLG is working closely with Manukau Institute of Technology and Te Pūkenga to support secondary school's transitions and to ensure that learners are engaged and supported within the system. The RSLG hosted Te Pūkenga to discuss alignment with the RSLG's advice to the TEC. Key shifts in Te Pūkenga's transformation of the vocational education system include opportunities for delivery mode flexibility, working with marae and community as delivery partners to address vocational education access disparity. The RSLG is closely working with MSD to initiate a deep dive with industry sectors with industry labour market programmes and engage with industry and employers to better understand Active Labour Market Programmes (ALMP) and understand what is working and is fit for purpose. 	<ul style="list-style-type: none"> To ensure Te Pūkenga is successfully delivering vocational education across the region to those who are underserved and hard to reach communities across Auckland, especially beyond the central regions and the isthmus. To support MSD to delivery effective labour market programmes for the region.

Annex 3 – Sector based roles and qualification details for Auckland

All numbers for these roles are based on the Regional Skills Outlook RSO- 2023, Infometrics and were produced for Tertiary Education Commission advice.

ROLE	QUALIFICATION	DETAILS/DEMOGRAPHY
<p>Construction</p> <ol style="list-style-type: none"> 1. Builders and carpenters: Builders and carpenters are needed for a variety of construction projects, including residential and commercial construction. 2. Electricians: Electricians are in demand for wiring and installing electrical systems in buildings and infrastructure. 3. Plumbers: Plumbers are needed for installing and repairing plumbing systems in buildings. Engineers: Engineers are required to design and oversee construction projects, as well as to ensure that they meet safety and regulatory requirements. 4. Architects: Architects are needed to design buildings and other structures and to ensure that they meet the needs of clients and users. 5. Project managers: Project managers are required to oversee construction projects, including managing budgets, timelines, and personnel. 6. Welders and metal fabricators: Welders and metal fabricators are needed for creating and installing metal structures, including beams, railings, and fences. 	<p>Construction & Infrastructure sector in Auckland there are likely to be 3,514 Diploma (level 5-6) between 2023 and 2028. Job openings at Diploma (level 5-6) account for 12.0% of all job openings in the sector over the period. Most of these job openings are expected to be replacement job openings (3,291 jobs).</p>	<p>Auckland needs a range of construction workers with different skills and qualifications to meet the demand for construction projects in the city. There is currently a shortage of construction workers in Tāmaki Makaurau, New Zealand. The construction industry in Tāmaki, like many other cities around the world, has been affected by the global shortage of skilled workers in the industry, which has been exacerbated by the COVID-19 pandemic.</p> <p>The shortage of construction workers has been particularly acute, with many businesses struggling to find and retain qualified workers to meet the demand for construction projects in the city. This has resulted in an increased competition for skilled workers and has put pressure on businesses to offer higher wages and benefits to attract and retain staff.</p> <p>To address the shortage of construction workers in Tāmaki, the construction industry has been working to promote the industry as an attractive career choice and to develop training and development programs to attract and retain skilled workers.</p>

<p>Hospitality - Includes Chef, Cafe or Restaurant Manager, Sales Assistant (General), Kitchen Hand, Waiter, Front of House</p> <ol style="list-style-type: none"> 1. Chefs: Chefs are required to prepare and cook food in restaurants, cafes, and other food establishments. They must have the skills and knowledge to create menus, manage food inventory, and maintain food safety standards. 2. Food and beverage servers: Food and beverage servers are needed to provide table service in restaurants, cafes, and bars. They must have excellent customer service skills and be able to work in a fast-paced environment. 3. Baristas: Baristas are required to make coffee and other hot beverages in cafes and coffee shops. They must have a good knowledge of coffee and be able to work efficiently and quickly. 4. Kitchen hands: Kitchen hands are needed to assist chefs with food preparation, including chopping vegetables, cleaning, and washing dishes, and maintaining cleanliness and hygiene in the kitchen. 	<p>Accommodation and Food Services sector in Auckland there are likely to be 16,747 Certificate (level 1-3) between 2023 and 2028. Job openings at Certificate (level 1-3) account for 62.5% of all job openings in the sector over the period.</p> <p>Most of these job openings are expected to be replacement job openings (12,525 jobs).</p> <p>Qualifications needed to support soft skills and customer service skills:</p> <ul style="list-style-type: none"> o Customer service and other core hospitality skills - serve as the foundation for careers in other industries and jobs. There are additional opportunities to recognise the value of such hospitality skills in terms of their transferability across sectors. o Developing long term career paths - because hospitality shapes young people's 	<p>By 2028 there will be 3,360 job openings for Chefs. There is currently a shortage of chefs in Auckland, New Zealand. The hospitality industry in Auckland, like many other cities around the world, has been affected by the global shortage of skilled workers in the industry, which has been exacerbated by the COVID-19 pandemic.</p> <p>The shortage of chefs has been particularly acute, with many businesses struggling to find and retain qualified chefs to meet the demand for their services. This has resulted in increased competition for skilled workers and has put pressure on businesses to offer higher wages and benefits to attract and retain staff.</p> <ul style="list-style-type: none"> • Supporting Māori, Pacific and Ethnic communities to succeed in the hospitality sector: The sector needs to develop local Māori, Pacific and Ethnic community based cultural competencies.
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<p>5. Restaurant managers: Restaurant managers are required to oversee the operations of restaurants, cafes, and other food establishments. They must have strong leadership skills and be able to manage staff, create budgets, and ensure that food safety standards are met.</p> <p>Overall, the food hospitality industry in Auckland requires a range of skilled workers to support food service operations and meet the demand for food and beverage products.</p>	<p>career paths, the industry plays a massive work-based learning role in the population's educational journey.</p> <p>o Recognizing the value of soft skills - is an important area for qualification development in the hospitality industry.</p>	
<p>Manufacturing</p> <ol style="list-style-type: none"> 1. Machine operators: Machine operators are needed to operate various types of machinery, such as CNC machines, lathes, and milling machines, to manufacture products. 2. Welders and metal fabricators: Welders and metal fabricators are needed to create and assemble metal products, such as components for machinery or structural steel. 3. Electricians: Electricians are needed to install and maintain electrical systems in manufacturing facilities, such as wiring machines and installing lighting. 4. Quality control inspectors: Quality control inspectors are required to ensure that products meet quality standards and specifications, and that they are free of defects. 5. Logistics and supply chain professionals: Logistics and supply chain professionals are needed to manage the movement of materials and finished goods, from suppliers to manufacturing facilities and then to customers. 6. Maintenance technicians: Maintenance technicians are required to perform maintenance and repairs 	<p>In the Manufacturing, Engineering & Logistics final sector in Auckland there are likely to be 19,166 Degree (level 7+) between 2023 and 2028. Job openings at Degree (level 7+) account for 26.9% of all job openings in the sector over the period. Most of these job openings are expected to be replacement job openings (13,596 jobs)</p>	<p>The top five detailed occupations in the WDC Manufacturing, Engineering & Logistics final sector in Auckland are expected to account for 14.9% of all job openings between 2023 and 2028. Replacement job openings for these are expected to make up 13.1% of overall job openings in this sector.</p> <p>The shortage of manufacturing workers in Auckland has been particularly acute, with many businesses struggling to find and retain qualified workers to meet the demand for manufacturing products in the city. This has resulted in increased competition for skilled workers and has put pressure on businesses to offer higher wages and benefits to attract and retain staff.</p>

<p>on machinery and equipment to ensure that they are running efficiently.</p> <p>7. Overall, the manufacturing industry in Auckland requires a range of skilled workers to support manufacturing operations and meet the demand for manufacturing products.</p>		
<p>Health:</p> <ol style="list-style-type: none"> 1. Surge workforce who can support vaccination programmes, for example child immunisation programmes and lead to a Kaiāwhina role. 2. Health Care Assistant (HCA)/Kaiāwhina and Enrolled Nursing (EN) Level 1-4, 5 are required all health settings (hospitals, aged residential care facilities, and in the community) - Forecasts out to 2028 show there is a requirement to train 5,044 people. 3. Registered Nursing (RN) are required all health settings (hospitals, aged residential care facilities, and in the community) - L7 and L7+. By 2028 there will be 6,798 job openings for RN including Nurse Manager, Educator and Practitioner. 4. Diagnostics occupations to undertake roles including Dietitian, Pharmacist, Medical Diagnostic Radiographers, Medical Radiation Therapists, Nuclear Radiation Therapist, Optometrist, Orthoptist, and Sonographers. L7 and L7+, 1,435 people to fill job openings required by 2028. 5. Therapy occupations including Dental Specialists, Occupational Therapist, Physiotherapist, Physiotherapists, and Podiatrist- L7 and L7+, 1,924 people required to train by 2028. 6. Medical Practitioners including General Medical Practitioners, Resident Medical Officer, Thoracic Medicine Specialist, Endocrinologists, Internal Medicine, Gastroenterologist, Neurologist, Vascular Surgeon, Rheumatologist, Clinical haematologist, 	<p>Level 1-2, Level 1-4, 5, L7 and L7+</p>	<p>Focus on NEET Māori and Pacific. There is opportunity to support those who mobilised for the COVID-19 response in their communities.</p> <p>There are currently shortages across Auckland and a care sector agreement between Immigration New Zealand and the sector with a focus on the aged residential care (ARC) sector allow overseas workers to be employed at below the medium wage. As part of that agreement there is a requirement for the sector to make working conditions more flexible to allow more local workers to train up to level.</p> <p>The COVID-19 pandemic exposed serious weaknesses in the health workforce. Pre-existing health workforce shortages prior to the pandemic meant the burden of responding to the pandemic fell on an already understaffed health system.</p> <p>There is a need to support and increase upskilling for Registered Nurses (RN) into Nurse Practitioner roles - As there are fewer GPs (General Practitioners) available, the scope of practise for Nurses is increasing to include prescribing and diagnostics tests.</p> <p>A focus on support and encouragement for all students but particularly Māori and Pacific students - to have an entry point as a dental health assistant with a supported, apprenticeship style pathway into dental therapy.</p> <p>The need for GPS - at least 50 per cent of GPs are planning will be retiring in the next decade and most of them being in Auckland according to the College of General Practitioners. With the existing GPs in the region already being burdened with huge workloads and funding issues, this could come at a cost to patients with shorted consultations, longer wait</p>

<p>Renal Medicine Specialist, and Otorhinolaryngologist - L7+, 1,855 people will be required by 2028.</p>		<p>times and less equitable outcomes, unless a sustainable long-term supply of GPs is developed.</p>
<p>Primary: Farm, Forestry and Garden Workers Equine industry with a workforce of 14,000 generating \$1.6bn annual revenue, and annual demand for 200 new trainers</p>	<p>Farm, Forestry and Garden Workers: L 1-7+, particularly training that embraces more advanced technology for vegetable farming and fruit growing to meet the innovation that is occurring in this industry to move towards more sustainable practices. Short leadership training</p>	<p>By 2028 there will be 2,619 job openings across the Agriculture, Horticulture and Equine sectors. Based on current completion rates there will insufficient people trained to take these roles. In this sector there are currently jobs for those without qualifications, but this will become less and less as technology and innovation advances demand a higher skill set. The requirement for short leadership training to support those responsible for leading large groups of seasonal workers is evident in the fruit growth sector – this sector has a high proportion of both work visas and working holiday visas as well as RSE (Recognised Seasonal Employer) workers, making the need for management skills for a culturally-diverse workforce paramount.</p>

Workforce Dashboard

Update
February 2023



Key Indicators - national



Most regular feedback

- NZers not applying for roles & inability to recruit migrant workers causing stress.
- Businesses unable to operate to full capacity. Need strong Summer trade to survive through Winter.
- As labour costs rise, increasingly difficult balancing business viability & remuneration

Auckland



Member commentary

"We have opted to reduce trading hours, and take on more hours ourselves, rather than hire. Our experience in hiring over the past 18months has been the worst in our 7yrs trading. The costs, time and mental endurance required in training someone for a role, for them to leave a few months later - poached by competitors, or just deciding its too hard, is simply not worth it."

"Staffing at the moment is a huge issue. Every day we are seeing more and more roles come up with no relief. We have had to shorten our operating hours."

"Virtually impossible to find anyone. We've given up on trying to find chefs and have accepted that we'll have to think outside the square with kitchen staff. Really hard to find anyone who is good."

"Wages have jumped hugely due to competition and the small pool of hospo workers and along with rising costs, it's becoming a very stressful and hard industry to own and continue to operate in for small owner operators especially. We really need some support and help in getting more chefs in particular into Nz- most of us are suffering from exhaustion, stress and are facing significant financial hardship if things don't change soon."



Pātai?
Need further information?

Marisa Bidols | Chief Executive |
marisa@restaurantnz.co.nz | 027 559 7777
Nicola Waldren | General Manager |
nicola@restaurantnz.co.nz | 027 379 1535



TE PAE HERENGA O TĀMAKI

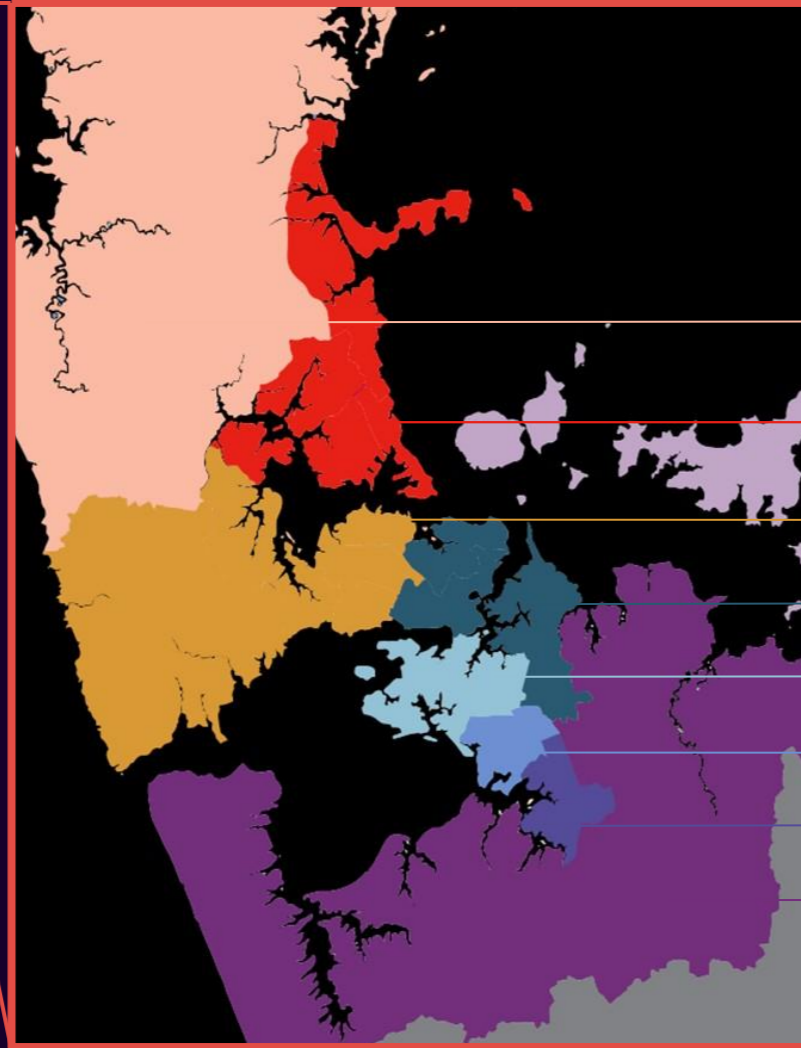
Whānau Ora Collective

Tāmaki
10,000

"Ōhanga
Whānau Economic
Wellbeing Report"

2022/23

Te Pae Herenga o Tāmaki



-  Te Rūnanga o Ngāti Whatua
Lower Te Tai Tokerau
-  Te Puna Hauora
North Shore
-  Te Whānau o Waipareira
West Auckland
-  Ruapotaka Marae
Central/East Auckland
-  Manukau Urban Māori
Authority
South Auckland
-  Manurewa Marae
South Auckland
-  Papakura Marae
South Auckland
-  Huakina Development Trust
South Auckland



OUR WHAKAPAPA

Te Pae Herenga o Tāmaki (TPHoT) collective formed in 2014. Offering service to the nearly 220,000 Māori living in the Tāmaki region; quarter of the total population of Māori in Aotearoa. Our members are Māori owned, operated and governed. We have whakapapa and have credibility in our communities. As a collective we invest in long term, sustainable, transformational whānau change; underpinned by a for Māori, by Māori with Māori Whānau Ora philosophy.

TPHoT is in our 9th year of operations. We have evolved into an agile collective with relationships grounded in trust. We have the capacity and capability to pivot in response to the needs of the whānau and communities we serve. As a collective we create a rich network; devolving funding and functions into an integrated, systematic, multifaceted and streamlined approach to support the definition and realisation of aspirational outcomes for Whānau Māori across Tāmaki Makaurau. Integrated kaupapa Māori practices and principles are the foundation of our collective approach. Embedded in our practice is the belief that our whānau have agency over their own journeys.



CANVA STORIES

CANVA STORIES

Tāmaki 10,000

"EHARA TAKU TOA, HE TAKITAHU, HE TOA TAKITINI"

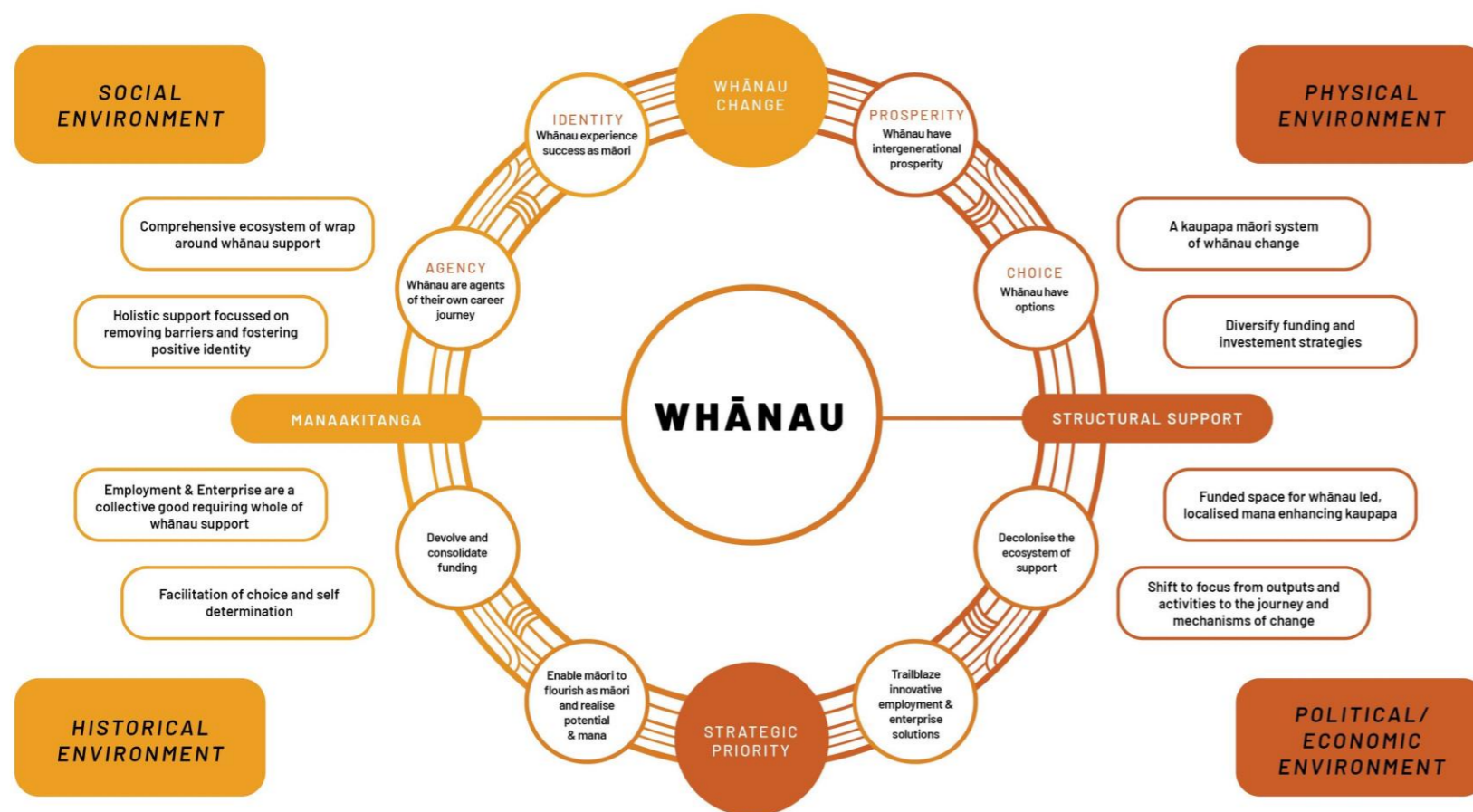
MY SUCCESS SHOULD NOT BE BESTOWED ONTO ME ALONE, AS IT WAS NOT INDIVIDUAL SUCCESS BUT SUCCESS OF A COLLECTIVE

The roots of Māori entrepreneurship and innovation in Tāmaki Makaurau can be traced through history to when Maui explored the Pacific, testing the boundaries of known reality, to look for fertile land and waters to nurture future generations. For over 700 years Māori have cultivated and utilised the natural resources of the Moana (two harbours), Ngahere (forest), and Whenua (land) to sustain whānau and trade. As settlers from Europe came to the region, Māori prospered, recognizing and seizing new business opportunities. They owned flour mills, fisheries and cultivated and traded wheat, potatoes, maize, flax and timber; products they identified as essential to the new settlers. In this golden age of the Māori economy, Māori dominated the trade landscape with their ships exporting across the Tasman.

Colonisation then systematically stripped Māori of core assets and land, corroding our economic independence. Māori business went into rapid decline. As their prosperity declined, Māori moved to the towns and cities in search of employment and opportunity. Limited levels of home ownership and access to capital meant that few Māori owned businesses. Urban Māori became an exploitable and exploited resource.

Tāmaki 10,000 is a response to mitigate this exploitation and create pathways to and for Māori success. This response is the evolution of targeted interventions to improve Māori prosperity. In 2018, Pitch Local was an early iteration of how our collective applied a commissioning model to boost the economic wellbeing of our communities. Funding what matters to communities through a grass-roots commissioning approach provided huge opportunities for whānau to learn and grow their own capabilities, enabling them to focus on, and address both passions and issues in their own communities. Learnings from Pitch Local were adapted and applied to subsequent kaupapa across the region.

On October 8 2020, Te Pae Herenga o Tāmaki hosted a Māori Economic and Employment Summit. We brought together business leaders, politicians, and representatives from private and social sectors to animate the acceleration of economic and employment outcomes for Māori across Tāmaki Makaurau. Tāmaki 10,000 was born out of the summit and became the impetus to create ground up the for Māori, by Māori kaupapa. The Tāmaki 10,000 strategic focus is to enable pathways to economic wellbeing that benefits whānau, the organisations they work in, our communities and our economy. Tāmaki 10,000 provides a blueprint for facilitating and accelerating the economic aspirations of Māori across the region. Te Pae Herenga applies a commissioning model to enable meaningful and sustainable change, providing space for ground up "by Māori for Māori, with Māori" designed and led solutions.



TĀ MĀTOU RAUTAKI TĀMAKI 10,000

A Māori Strategy to Close the Economic Gap

The RSLG endorsed Tāmaki 10,000 as the workforce strategy for Māori in Tāmaki Makaurau. Tāmaki 10,000 applies a maturaanga Māori informed system design to enable whānau to realise their aspirations and to unleash their potential. This is a non-linear, by Māori for Māori approach to whānau realising aspirations through whānau-led localised solutions. The needs and aspirations of whānau define the strategic intent of Tāmaki 10,000.

The strategy holds whānau Māori at the centre of its design and is premised on the belief that solutions are within whānau already. Tāmaki 10,000 aims to provide a pathway to embed new thinking and innovative solutions to old problems to disrupt the status quo for Māori. Kaupapa Māori practices and principles underpin and uphold this approach. Embedded within this is the belief that whānau have agency over their own journeys.

Tāmaki 10,000 strategy aligns with both Regional Skills Leadership Group Goals and Te Mahere Whai Mahi Māori Employment Strategy.

LEVERS OF CHANGE APPROACH

Tāmaki 10,000 is a unique Māori Strategy that propels a movement towards whānau economic prosperity. We are differentiated by our commitment to collective action and investment in ground up, localised initiatives that facilitate the economic resilience and prosperity of Whānau. Our localised approach is strengthened by our commissioning for outcomes model that coupled with our collective agility enables us to be singularly responsive to whānau needs and to pivot to deliver support mechanisms that are current and relevant. We:

- Procure and consolidate flexible funding streams that allow our partners to determine strategies and solutions for and with whānau
- Reindigenise systems to enable Māori to flourish
- Trailblaze innovative solutions

We apply 3 levers of change to ensure that we address holistic, long term and enduring economic change for whānau; These are: education, employment and enterprise.

Māori are much more likely to leave school with no qualifications than their non-Māori peers. For every 100 Māori school leavers, 19 have no qualifications, compared to only nine of every 100 non-Māori. There is also a disproportionate number of rangatahi Māori leaving school after completing NCEA Level 2, to go on to Level 3 certificates at private training establishments. Those that do so will earn significantly lower wages by age 25, than those rangatahi who stayed longer at school (*Business and Economic Research Ltd, BERL, Waikato-Tainui, Southern Initiative TSI, Te Rūnanga o Ngāi Tahu (2019) He Awa Ara Rau: A Journey of Many Paths*).

EDUCATION

The Educational Lever provides Innovative support systems that remove educational barriers and encourage our young people to dream big and make choices that facilitate their aspirations. These extend to supporting Pakeke (adults) to acquire and develop valuable skill sets, that will enable greater career choices, mobility and pathways. Central to this is

The development of the **Whānau Ora** Diploma to a Level 6 Accreditation, and planning for level 7. This is the only for **Māori, By Māori** qualification offered in Aotearoa. Our partnerships that invest in **Māori Trades Training**. They enable a critical resource shifting the dial for **Māori** entering trades and tackling skills shortages across the **Tāmaki** Makaurau region.



EMPLOYMENT

The **Māori** unemployment rate is the highest in Aotearoa and well above the national unemployment rate. This is particularly high for rangatahi and **wāhine**. This trend continues when we consider underutilisation of **Māori** in the labour market. More **Māori** were employed in low skilled than unskilled occupations, but they remain lower when compared to all workers. (*Māori labour market trends | Ministry of Business, Innovation: <https://www.mbie.govt.nz/other-labour-market-reports>*).



Indigenised, innovative pastoral and employment specific programming provided to:

- Remove employment barriers
- Accelerate employment opportunities
- Propel **Māori** career advancement

Key to the employment lever is consolidating and aligning funding to streamline service delivery that is localised, fit for purpose and benefits **whānau**, community and society

Māori owned small businesses employ more Māori and prioritise community and environmental impacts at a greater rate than non-māori owned businesses. They also face greater barriers to accessing seed funding and investments.

ENTERPRISE

Advance the development of Māori economic success by:

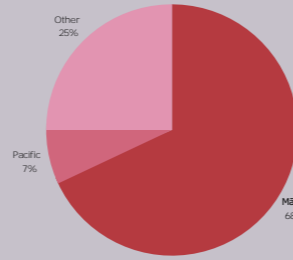
- Providing a platform for Māori entrepreneurial excellence; enabling Māori to flourish as Māori and realise their potential with mana
- Identifying and working in partnership/s to secure funding, share networks and resources to promote, accelerate For Māori, By Māori, To Māori, With Māori initiatives that facilitate the development of Māori entrepreneurship and economic success.



DATA

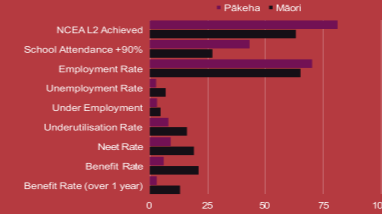
2022 - 23

Our Whānau 8000 Supported



33% 67%

PRE-PROGRAMME DATA



The majority of employment equity funding goes to non-Māori organisations

Māori businesses are employing 11% less workers than in 2010, compared to 42% more for non-Māori businesses

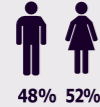
Only 31.7% Māori gain University Entrance compared to 57.2% Pākehā

EDUCATION

He Maara Hou

Intensive In-School Support Pilot

138 Rangatahi



48% 52%

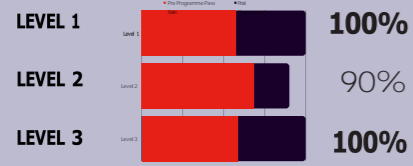


100% Rangatahi are Juniors in Year 9 and 10



43% Rangatahi are seniors and sat NCEA L1, 2, & 3

NCEA Pass Rate



42.4% increase in pass rate from pre programme
21.7% increase in pass rate from pre programme
41.5% increase in pass rate from pre programme

TUAKANA SUMMIT AT TE POUNGA

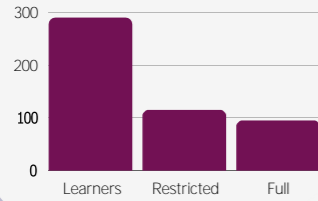
18 tuakana who displayed leadership potential throughout their He Maara Hou journey were invited to a Tuakana Summit at Te Pounga Marae, Kaiwaka. This video captures the essence of our kaupapa, ko te whakawhānaungatanga.



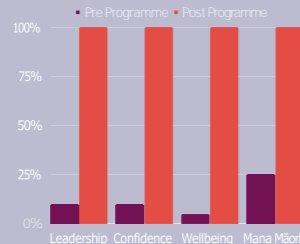
Investment: Tupuranga

WORK READINESS

400 Licences Obtained



SOFT-SKILLS GAINED



100%

engaged rangatahi supported to identify future pathway

TERTIARY



50 Whānau Cadetships



184 Whānau in trades training



88 Wānau Ora L5 Diploma Enrolments



14 Wānau Ora L6 Health Diploma Enrolments



50 Whānau Ora Diploma Graduates

EMPLOYMENT

Whānau Enablement



3 Local Employment Expos



500 Whānau supported to define long term aspirations

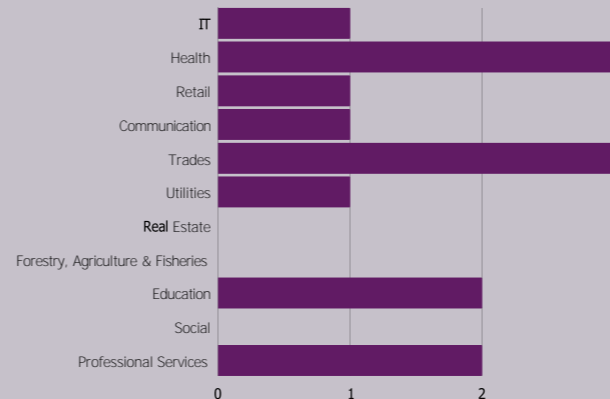


500 Whānau supported to access resources required to secure mahi



400 Whānau supported to access mahi

Sector Relationships

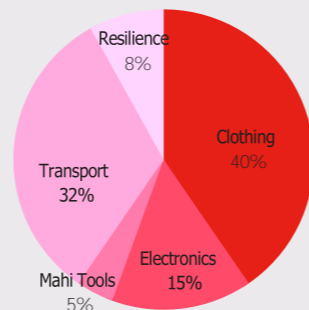


RANGATAHI EMPLOYMENT

4 in 5 engaged rangatahi are on the journey towards their aspirations



Investment: Mahi



Direct Whānau investment has been provided by our partners. A focus on improving overall whānau wellbeing that increases capacity to work and resilience and equipping whānau with the necessary work related materials.

A key focus remains on our Rangatahi, supporting mental wellbeing and purchasing devices to finalise studies and seek employment.

ENTERPRISE

Enterprise Environment



347 of Māori businesses are Whakatipu - Growing



22% of Māori businesses are based in Tāmaki



40% of current businesses are wāhine-owned

If just

3



Māori are employed each year by existing Māori businesses, we will dramatically reduce the most negative of social outcomes for whānau

Data sourced from Whāriki Business Network

Our Whānau



145 Pakihi Māori direct support and mentorship



30 Resilience Workshops

Whāriki Partnership

3386+

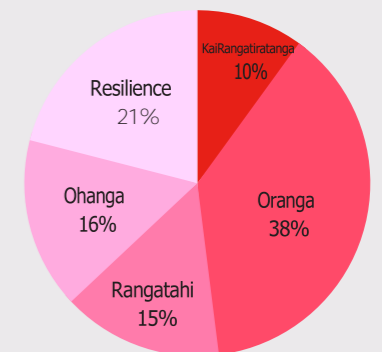
Pakihi Māori businesses connected through Whāriki Business Network



Te Pae Herenga o Tāmaki have entered a partnership with Whāriki Māori Business Network. Our community connections and whānau support coupled with their extensive business membership and networks extends our reach and impact.

Investment: Pakihi Māori

To commission seed funding and provide wrap around support for the start up of micro enterprise and business



OVERVIEW

2022 - 23

Te Pae Herenga o **Tāmaki** are distinctive in our agile response to community and **whānau** needs. We have rich experience in brokering creative, matuaranga **Māori** informed solutions that are fit for both our communities and the current environmental contexts. This year we have taken decisive steps to secure alliances and funding to augment and accelerate our existing kaupapa. Devolution of funding has been a critical focus that has reinforced and extended both our capacity and capability to support enhanced **whānau** outcomes.

EDUCATION

Core to **Tāmaki** 10,000 is

- Creating opportunities for rangatahi and pakeke to grow into, and realise, their potential
- Removing barriers to educational success

As reported last quarter, partners across the collective are utilising devolved funding to break down physical, psychological, economic and cultural barriers to prosperous career pathways. We offer He Maara Hou in school support; identity and confidence building; as well as job skills programmes and practical employment focused expos.

Māori Trades Training has been a significant development of the period. Using a commissioning for outcomes model, **Whānau Ora** Commissioning Agency have brokered investment in trades training that enables our Te Pae Herenga collective to craft ground up trades training kaupapa in their communities.

Led by **Wai Tech** out of **Te Whānau o Waipareira**, the development of the **Whānau Ora** Diploma to a level 6 qualification is a highlight of the past year. The only **Māori** designed and led qualification provides graduates with in-depth knowledge, skills and experiences in **mātauranga Māori** wellbeing approaches for **Whānau Ora** contexts. Graduates are able to independently apply knowledge of **Māori** philosophies and theories of **Māori** wellbeing across a range of employment contexts.

Whānau Spotlight



Employment Expo

EMPLOYMENT

Te Pae Herenga partner's offer a diverse range of employment related kaupapa across the region.

- Employment readiness and the practical removal of barriers to employment are fundamental to enabling **whānau** prosperity. The majority of partners offer drivers license training, CV writing support and can provide direct investment to ensure **whānau** have required resources and access to employment opportunities.

- Established community relationships with potential employers, trades training and PTE providers as well as other employment services enables our partners to access a rich network of localised support for **whānau**.

- Creative, matuaranga **Māori** informed programmes foster positive self identity and build confidence of **whānau** to pursue employment opportunities and career advancement

- Pathway planning and goals setting are motivational tools employed across the collective to enhance **whānau** career planning, job search and aspirational ideation

- Negotiations with the Ministry of Social Development are pursuing devolved consolidated funding to
 - Provide intensive wrap-around support to **whānau** engaged in work readiness and job placement programmes
 - establishment of "By **Māori**, For **Māori**" sub regional Jobs and Skills Hub

Whānau Spotlight



Wai Pitomata

ENTERPRISE

Māori have a long history of entrepreneurship. Covid lockdowns saw the birth of multiple new small businesses and "side-hustles".

Across the region we have supported **whānau** to start and scale up small businesses.

Programmes such as Pitch Local offer seed funding and wrap-around support to support small business start-up.

Each partner supports, prioritises and promotes purchasing goods and services from local **Māori** owned businesses.

Te Pae Herenga o **Tāmaki** have entered into a Memorandum of Understanding with **Whāriki** Aotearoa Ltd who host the **Whāriki** Business Network (**Whāriki**).

The organisations have a shared commitment to advance the development of **Māori** economic success and provide a platform for **Māori** entrepreneurial excellence; enabling **Māori** to flourish as **Māori** and realise their potential with mana.

Whāriki and Te Pae Herenga work in partnership, and share networks and resources to promote, accelerate and fund For **Māori**, By **Māori**, To **Māori**, With **Māori** initiatives that facilitate the development of **Māori** economic success.

Whānau Spotlight



Māori Small Business Showcased at Maranga

TĀMAKI 10,000 CASE STUDY

2022 - 23

Our ability to enact meaningful and sustainable change for whānau is dependent upon an agile workforce who can **pivot** to meet environmental changes and whānau needs. The lessons learnt from our Covid response have informed the upskilling of an **agile surge workforce**, who are:

- ◆ **Responsive** to community and whānau needs
- ◆ Ready to be **Redeployed**
- ◆ **Robust** in their application of care and support for the community
- ◆ **Resilient** to change and environmental impact

FROM SURGE RESPONSE TO HEALTH CAREER

A resilient society is characterised by how it responds to crises and transforms positively to thrive in a changed environment. Te Pae Herenga o **Tāmaki** have been building the capability and resilience of our workforce to provide not only community focused and led service delivery but to also act as first responders with capacity to provide a decisive Surge Response in times of crisis and extreme need.

Our commitment to integrated wrap-around **whānau** support blends clinical and social services. Using a Tuakana-Teina approach; our surge workforce learns cross functional, transferrable skills and is able to pivot to reach deep into our communities and bring swift and meaningful wrap around support to our most impacted **whānau**. We redeploy kaimahi and devolve **pūtea** and autonomy to make response delivery decisions at a localised level.

A group of rangatahi who contributed to our Covid Response have have used their experience as impetus to consider and craft their future pathways to a health career and now form part of our Surge Workforce.

Syarn Tai Tin

Syarn was part of our Rangatahi Covid Response Team. She supported the wider response team and then worked at the PCR testing station, Vaccination Clinics and trained as CIR Admin. Her experience consolidated her drive to make a **positive impact for whānau in the health sector**. Syarn is working towards her Nursing Degree and is mentored by our clinical team whilst she works part-time in our Vaccination Centre. She is on-call as part of our surge workforce and has supported during recent flood and cyclone response. Syarn has participated in the recent Waitangi @Waititi and Rise Up Maranga Concerts, promoting **Whānau Ora** services and health engagement directly in our community.

Sebastyen Fuiava

Sebastyen was a constant presence during our covid response, becoming one of our first lay vaccinators. This experience helped focus Sebastyen's academic aspirations and he is now in his first year studying Physiotherapy. As part of our on-call surge workforce Sebastyen has been a stalwart supporter of our community efforts during the floods and cyclone Gabrielle. He worked during the Waitangi @Waititi and Rise Up Maranga Concerts, **facilitating whānau engagement**.



0917

CANVA STORIES

0917

CANVA STORIES



The Transition to Low Carbon

June 2023

Te Tāruke-ā-Tāwhiri : Auckland's Climate Plan

Tāmaki Makaurau Auckland's Climate Goals:

Reducing our emissions (Mitigation)

- 50% by 2030 and reach net zero by 2050

Building a climate-resilient Auckland (Adaptation)

- Understanding the impacts of climate change
- Adapting to climate change

The overarching Tāmaki Makaurau response:

- The uniqueness of Tāmaki Makaurau
- The need to embed equity, te ao Māori, and a strong rangatahi voice.

Economy priority goal:

*'A resilient, low carbon economy, guided by our kaitiaki values, that supports Aucklanders to **thrive**'*

Read the plan [here](#)

The screenshot shows the top section of the Auckland's Climate Plan website. At the top right is a large aerial photograph of Auckland. Below it, the title 'Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan' is displayed next to a search bar. The main content area is titled 'How we'll get there' and features three large image-based cards: 'A Tāmaki Makaurau Response' (showing a park), 'Reducing our emissions' (showing people on bicycles), and 'Adapting to climate change' (showing a rural landscape). Below this is a 'Priorities' section with a grid of 12 smaller icons representing different areas: Natural environment, Built environment, Transport, Economy (highlighted with a red border), Communities and coast, Food, Te Puāwaitanga ō te Tātai, and Energy and industry.

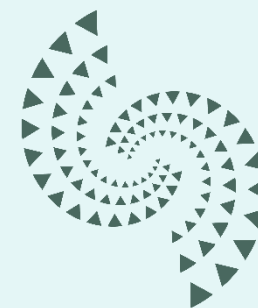
A resilient, regenerative and distributive economy

Assess climate change risks to Auckland's economy and develop targeted programmes to support the most affected sectors.

- Tāmaki Makaurau Economic Climate Change Risk Assessment
- Creative HQ - Impact Accelerator (sponsor)
- SBN Go Circular 2025 Programme (sponsor)
- X-Labs (sponsor an industry group for the 'Future of Food' programme)

Innovation, technology and solutions

Provide a climate innovation hub that enables Aucklanders to introduce climate compatible solutions to the market. Partner and collaborate with central government, business, academia and Māori.



Climate
Connect
Aotearoa

Ensure Aucklanders are prepared for the transition to a zero carbon economy

Collaborate with business, community, academia and Māori to develop a regional just transition plan for Auckland.

Cost of
transition for
Auckland

Cost of inaction
and decisive
action

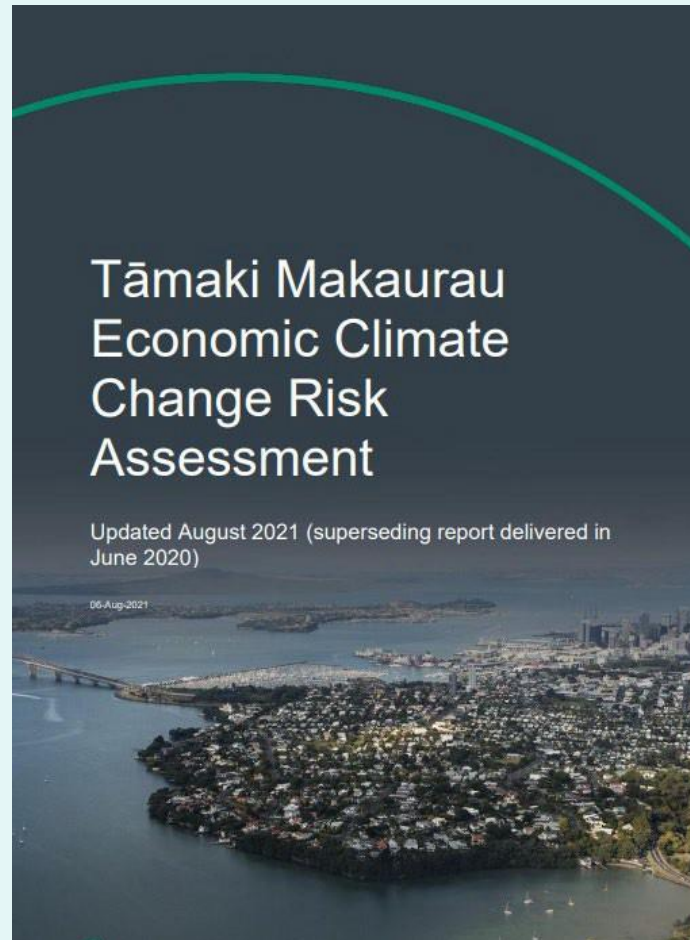
Green jobs
and skills

← Foundations →

Tāmaki Makaurau Economic Climate Change Risk Assessment

Focus: Key sectors in the Tāmaki Makaurau economy based on Tātaki Auckland Unlimited's remit:

- Food and beverage
- Construction
- Visitor economy
- **Māori** businesses
- Screen
- Technology and advanced manufacturing



Link to report [here](#)

Climate change in Tāmaki Makaurau:
Understanding how risks and opportunities may
be different for Māori Businesses

**Summary of Analysis for Auckland Unlimited to support the
Tāmaki Makaurau Economic Climate Change Risk Assessment**

Link to report [here](#)

Physical Risks:

- Damage to building sites and equipment
- Supply chains
- Building and infrastructure failure

Transitional Risks:

- Cost of materials (cost of carbon)
- Compliance costs (regulations and policy)
- Increased capital outlay (higher energy/water efficiency standards)
- Lack of workforce capability and capacity

Opportunities:

- Demand for low-carbon buildings and infrastructure
- Energy efficiency > reduced operational costs
- Strengthen local supply chains

Construction sector

Subsectors: residential, non-residential and infrastructure

In 2022, the construction sector employed over 99,700 people, accounting for 10.5 per cent of total employment in Auckland and accounted for 6.5 per cent of Auckland's GDP.

*Skills may be required for:

- Low-carbon, locally produced materials
- Low-carbon and less water-intensive processes (efficiency technology)
- Solar installation
- Urban planting and rain garden
- Business resilience and continuity planning (in line with changing regulations, policy and adaptation)
- Experts in net-zero buildings and infrastructure design
- Workforce capability in net-zero buildings and infrastructure processes
- Green building ratings
- Passive housing (from design to installation - building lifecycle)
- Increased local supply chain workforce
- Workforce understanding of sustainable supply chains
- Circular principles / designing waste out
- Project management and risk identification
- Deconstruction

*based on a qualitative analysis of the ECCRA and wider assumptions for sectoral changes

Cost of transition

Aim: Assess the economic impacts of the proposed pathways considered under the CCC **Ināia** tonu nei and Te **Tāruke-ā-Tāwhiri: Auckland's** Climate Plan

- Using the Climate Policy Analysis model (C-PLAN)
- Tracing the transition on an annual basis over a 30-year period
- Key scenario results are presented for:
 - Emissions
 - Price of GHG permits
 - Impacts on industry, households, regional GDP and employment

Economic implications of
national climate change
mitigation strategies on
the Auckland region

m.e
research

Note: the report is not yet available online

Cost of transition - GDP

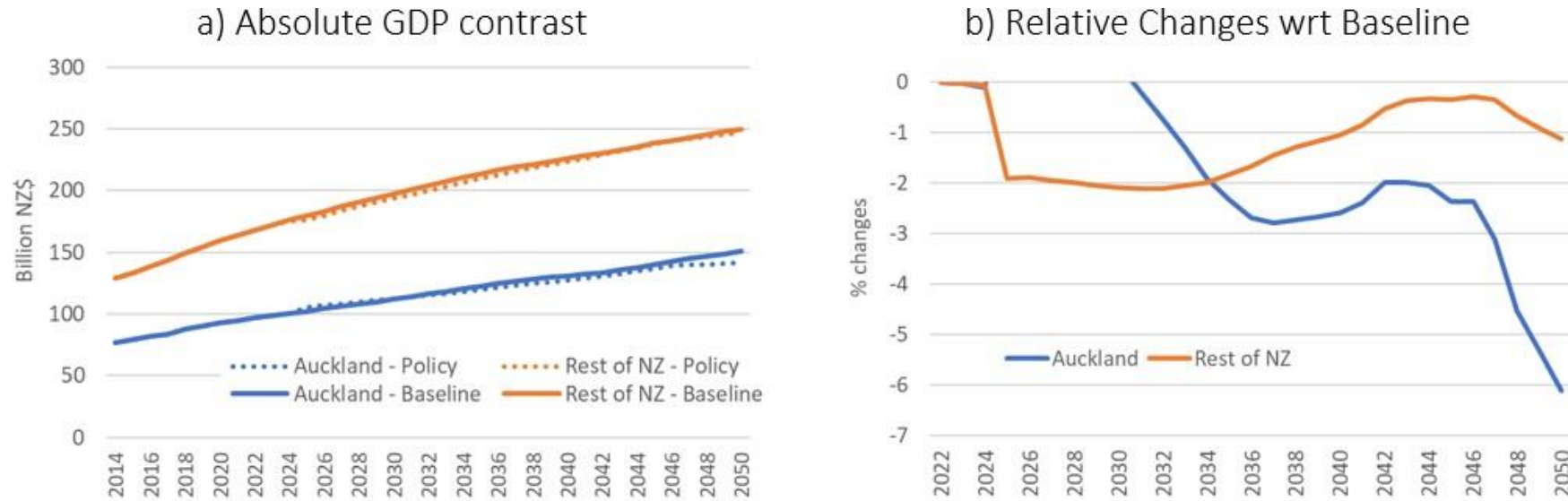


Figure 16. Absolute and relative contrast of regional GDP for Auckland region and the Rest of New Zealand under both baseline and policy scenarios

“**These** results show that while changes in GDP for the whole of New Zealand might be modest, the changes in GDP for certain regions like Auckland region are higher than expected due to the different emission profiles generated by a different set of emission-**intensive sectors.**”

- Excerpt from report, analysis of Figure 16 - Market Economics

Initial employment results

*Net job losses in Auckland **region's** economy in industries*

	2015	2020	2025	2030	2035	2040	2045	2050
Sheep, beef cattle and grain farming – traditional	52	155	197	233	-983	-975	-966	-952
Dairy cattle farming – traditional	14	-5	-546	-546	-545	-542	-540	-607
Oil and gas extraction - gas	0	2	-1	-1	-2	-2	-2	-5
Electricity generation and supply – coal	-1	-5	-9	-9	-9	-9	-9	-9
Electricity generation and supply – gas	0	1	-1	-1	-1	-1	0	-2
Electricity generation and supply – geothermal	11	13	41	-40	-128	-162	-162	-162
Road transport - traditional	343	2,709	4,060	6,383	6,348	2,696	-6,324	-13,068

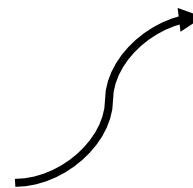
The total number of net job losses by 2050 is estimated at 14,800, or approximately 1% of the expected 1,540,000 employees the region will have by that time.

However, when accounting for transitions to new **‘green jobs’** the net job losses do not appear to change significantly.

Instead, a gradual transition would likely take place as more green jobs supersede the carbon intensive sectors.

*New **‘green jobs’** for Auckland **region's** economy*

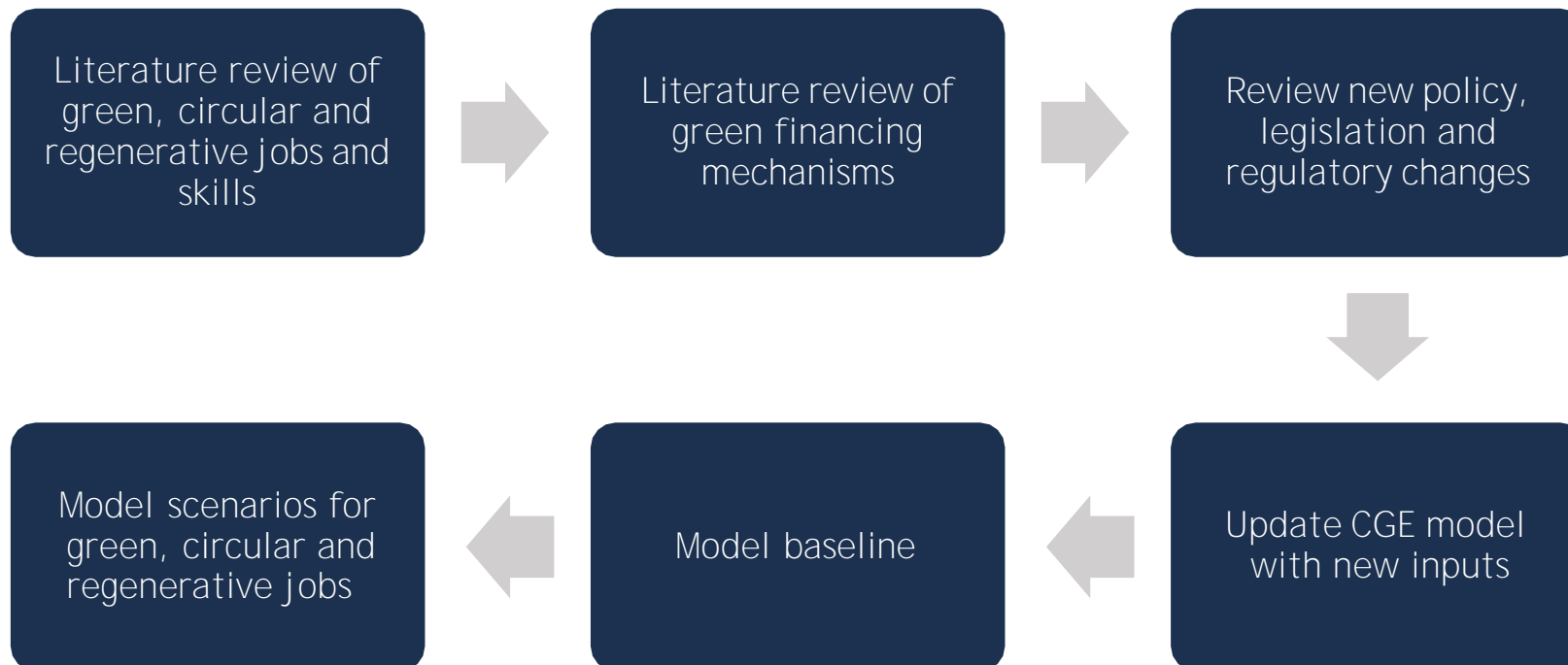
	2015	2020	2025	2030	2035	2040	2045	2050
Sheep, beef cattle and grain farming - methane inhibitor	0	0	0	0	1,362	1,388	1,419	1,469
Water, sewerage, <u>drainage</u> and waste services	74	526	1,005	1,305	1,583	1,868	2,175	2,431
Wholesale trade	27	194	370	481	583	688	801	896
Road transport - EV	4	30	327	1,403	3,710	7,873	14,360	19,674
Other transport, postal, courier, transport support and warehousing services. - domestic	33	236	450	585	711	839	977	1,094
Rental, hiring and real estate services	28	198	378	491	596	703	819	915
Professional, scientific, technical, administrative and support services	228	1,621	3,099	4,023	4,880	5,761	6,706	7,495
Local government administration	93	661	1,264	1,641	1,990	2,349	2,735	3,057
Central government administration, <u>defence</u> and public safety	44	310	592	768	932	1,100	1,280	1,431
Education and training	124	879	1,681	2,182	2,647	3,125	3,638	4,066



Phase 2 – Green jobs and skills

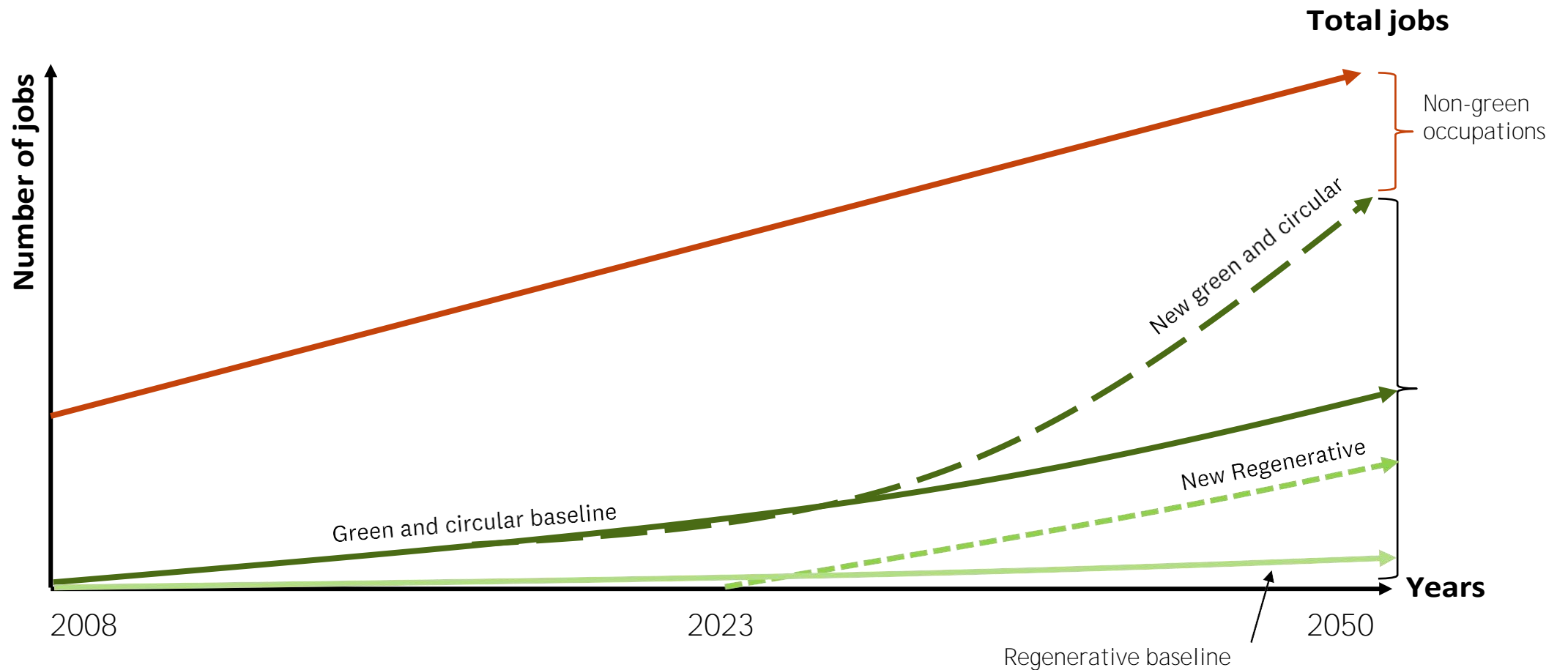
Tātaki Auckland Unlimited is working with Market Economics to understand the baseline and trajectory of Tāmaki Makaurau Auckland's green, circular and regenerative jobs and skills.

This builds on the first phase of research which modelled the cost of transition with initial results for green jobs.



Indicative baseline and scenarios

This research will identify both the baseline and expected trajectory of new green, circular and regenerative jobs over the set timeframe. This graph is an example only, with the work scheduled for completion later in 2023.



Potential uses

- Re-training for the current workforce
- Career pathways for rangatahi
- Sector-level workforce gaps and opportunities
- Further understand spatial impacts and opportunities
- Further work to understand the cost of failing to drive green skill development
- Community-based capability initiatives
- R&D for research centres and universities
- Master planning for the region
- Immigration settings



Informing a just transition into high-value jobs and careers for a low-emissions, regenerative economy

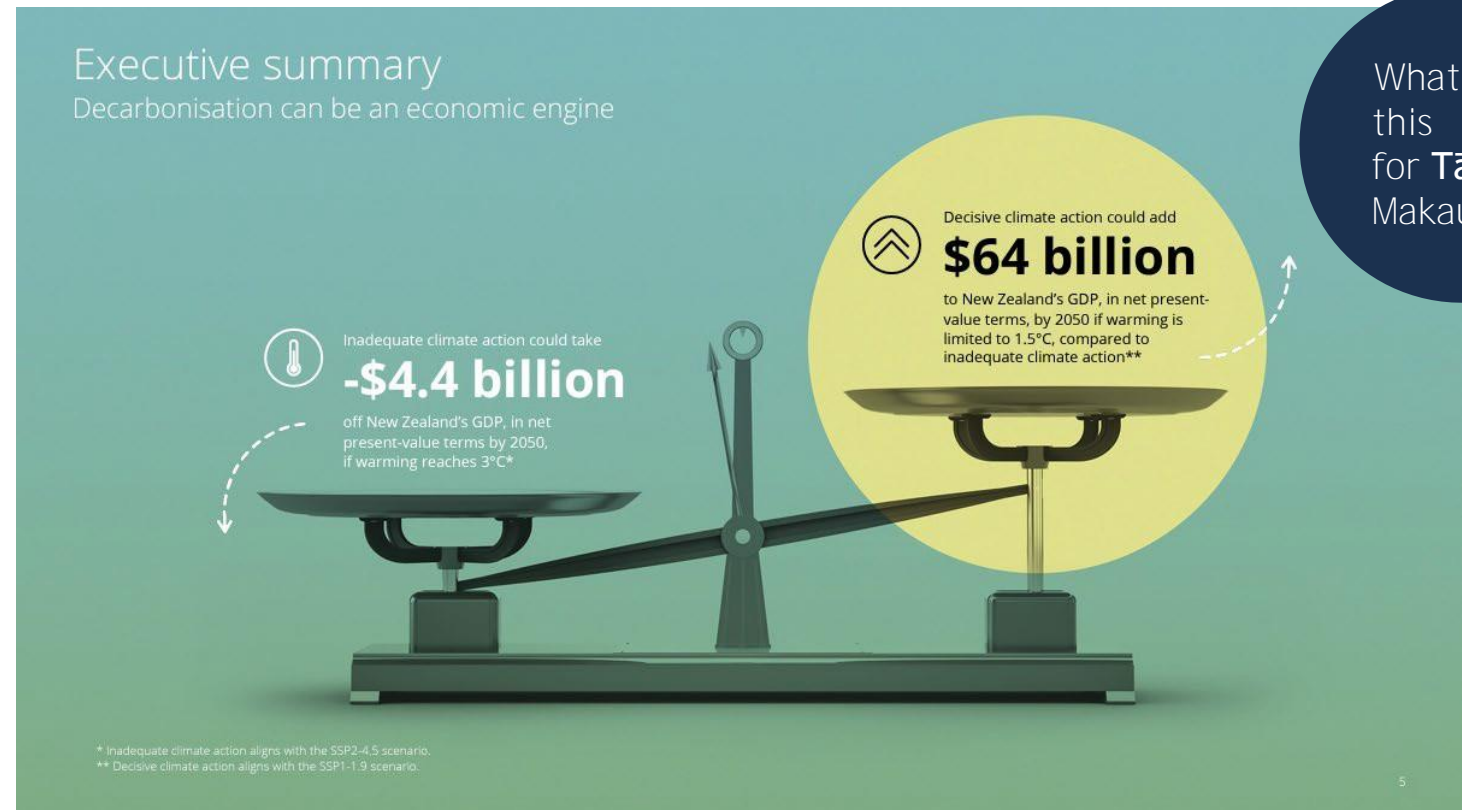


Phase 2 - Decisive climate action and inaction

Tātaki Auckland Unlimited is working with Deloitte to assess the economic impacts of decisive climate action and inaction for the Auckland region. This **builds on Deloitte's work modelling Aotearoa New Zealand's Turning Point.**

This piece of work will contribute towards building a robust evidence base to inform engagement and decision-making by outlining the economic **opportunity that may exist for Tāmaki Makaurau Auckland.**

Decisive climate action will ultimately contribute towards a just transition for **Tāmaki Makaurau Auckland, as we** quickly seek and adopt opportunities that build climate resilience and prepare for a climate-defined future.





Climate
Connect
Aotearoa

A collaborative innovation hub for inclusive and transformative climate action.

Seed funded by Auckland Council and brought to life by Tātaki Auckland Unlimited, Climate Connect Aotearoa brings together the diverse organisations required to scale the solutions needed to reduce emissions, adapt and thrive.

www.climateconnectnz.com

Goals

1

Connect and grow the ecosystem

2

Connect demand-led challenges to scalable solutions

3

Build system-wide knowledge and capacity

Climate Innovation Ecosystem



Expand your network. Explore the Ecosystem.



Energy



Built



Food



Transport

Helpful climate resources
in one Knowledge Map



Find out more here > <https://climateconnectnz.com/>

Ngā mihi



