

Draft Bay of Plenty Regional Labour Market Strategy 2018 to 2021

Working version for feedback and development

Draft v0.1
November 2017

This is a working draft of the Bay of Plenty Labour Market Strategy to generate discussion, further ideas, and development. Text in red will prompt you with questions to seek further feedback and ideas. Your comments and suggestions on any part of the document are welcome.

1. Introduction and overview

This is the first Labour Market Strategy developed for the whole of the Bay of Plenty region¹. The labour market is a key contributor to both social and economic development in the Bay of Plenty. This strategy discusses the major elements of the Bay of Plenty labour market at a regional and sub regional level, and identifies key actions under the themes of participation, skills, productivity, and regions & sectors.

The Bay of Plenty Tertiary Intentions Strategy (BOPTIS) Leadership Group has identified the development of a Labour Market Strategy as a key element of the Bay of Plenty Regional Growth Programme.

This strategy has five high level objectives:

1. To contribute to stronger social and economic development in the Bay of Plenty
2. To ensure that industry has access to the skills and experience that it needs, when they need it
3. To ensure that individuals can meaningfully participate in the regional labour market, and that they have the skills to achieve career & personal aspirations for themselves and their immediate whanau/family
4. To better understand the future of the region, and to help individuals and businesses to succeed
5. To develop a plan that the region can invest in and implement to make a significant impact for the people of the Bay

1. Do you think that these objectives can be met from the current draft of the strategy?

¹ This strategy covers the area included within the Bay of Plenty Regional Council boundaries, with the addition of Taupo District. This is consistent with the area included within the Bay of Connections region, which is also the area covered by the Bay of Plenty Regional Growth Programme.

This strategy is designed to be read in conjunction with *Labour market development in the Bay of Plenty: A literature review* prepared and published by the University of Waikato in September 2017². The literature review summarises our current understanding of the industries, demographic trends, skills availability, and several other factors influencing the Bay of Plenty Labour Market.

An unpublished working document outlining the current range of labour market activities in the Bay of Plenty also informed the development of this strategy. It was based around four broad labour market actions of Make, Buy, Fix, and Enablers, and is available as required.

This strategy supports and is informed by several existing activities and strategies in the Bay of Plenty Region. These include the Bay of Plenty Tertiary Intentions Strategy, Bay of Connections, the Bay of Plenty Regional Growth Programme, and the activities of local economic development agencies.

It is proposed that the overall responsibility for this strategy and its implementation sits with the Bay of Plenty Tertiary Intentions Strategy Leadership Group.

2. Which other agencies and/or groups do you see playing a key role in implementation of the strategy?

1.1 Current state of the Bay of Plenty Labour Market

The following statistics are a brief snapshot of the labour market across the region as a whole, and are current as of October 2017. They are a guide to the conditions that this strategy is attempting to influence; further statistics are available in *Labour market development in the Bay of Plenty: A literature review*. As part of implementing the strategy, further research will also identify key statistics and measures for the local labour markets within the region.

Of particular note are the regions labour market entry/exit ratios which have fallen from approximately 15 entrants for every 10 exits in 1996 to only 8 entrants per 10 exits today.

Employment figures to be updated with annual averages for the September 2017 quarter.
Possibilities for territorial local authority stats to be explored (where available/useful)

293,500	2.2 %
The estimated resident population in Bay of Plenty (regional council boundaries), as at 30 June 2016. ³	The increase in estimated resident population in Bay of Plenty (regional council boundaries), between 30 June 2015 and 2016. ³
\$43,000	28%
The GDP per capita in the Bay of Plenty (regional council boundaries) in 2015 -	

² Steele et al (2017). Labour market development in the Bay of Plenty: A literature review. *University of Waikato*. ISBN (PDF): 978-0-473-41435-1

³ <http://www.mbie.govt.nz/info-services/business/business-growth-agenda/regions/web-tool>

\$10,000 less than the figure for New Zealand as a whole ⁴	The Maori share of the population in 2013 in the Bay of Plenty (regional council boundaries), compared to 15% nationally. ⁴
\$82,803 The annual average household income in the Bay of Plenty (regional council boundaries), compared to \$91,198 nationally ⁴	2,597 Net migration to the region in 2016. ⁴
\$354 The average weekly rent in the Bay of Plenty in 2016, compared to \$407 nationally. ⁴	14.6 % The percentage of 15 to 24 year-olds not in employment, education, or training (NEET rate) in Bay of Plenty, in the year to June 2017 ³
78.48% The number of school leavers in the Bay of Plenty (regional council boundaries) who left school with NCEA Level 2 or higher in 2016, compared to 80.33% nationally ⁵	5.41% The number of school leavers in the Bay of Plenty (regional council boundaries) who left school with little or no formal achievement in 2016, compared to 4.41% nationally ⁵
69.1 % The labour force participation rate in Bay of Plenty (regional council boundaries), for the year to June 2017, compared to 70.3% nationally. ³	64.9 % The percentage of working-age people employed in Bay of Plenty (regional council boundaries) in the year to June 2017, compared to 66.8 % nationally. ⁴
6.0 % The percentage of labour force that was unemployed in Bay of Plenty (regional council boundaries) in the year to June 2017, compared to 5.0% nationally ³	70.8 % The housing affordability measure (Rent) in Bay of Plenty (regional council boundaries) in the year to March 2016, compared to 61.1% nationally. A "higher percentage means less affordable housing." ³
81.3 % The housing affordability measure (Buy) in Bay of Plenty (regional council boundaries) in the year to March 2016, compared to 77.5%	48.6 % The percentage of the population in the 25-64 years age group in Bay of Plenty (regional

⁴ <http://www.mbie.govt.nz/info-services/business/business-growth-agenda/regions/documents-image-library/2016-regional-reports/bay-of-plenty-region.pdf>

⁵ <http://www.educationcounts.govt.nz/statistics/schooling/senior-student-attainment/school-leavers2/highest-attainment-numbers>

nationally. A “higher percentage means less affordable housing.” ³	council boundaries) at 30 June 2014, compared to 51.2% nationally. ³
9,308 The number of people in receipt of a Jobseeker Support benefit from Work and Income in the Bay of Plenty (regional council boundaries) as at 30 June 2017. ⁶	5,214 The number of people in receipt of a Supported Living Payment from Work and Income in the Bay of Plenty (regional council boundaries) as at 30 June 2017. ⁶
15,160 The number of people employed in Health Care and Social Assistance in the Bay of Plenty (regional council boundaries) in 2015. ⁴	Some key Taupo District statistics: ⁷ GDP increased by 2.9% in the year to June 2017 Building consents increased by 7.8% in the year to June 2017. The average current house value rose 15% in the year to June 2017 Annual average unemployment rate (year to 2017): 3.9%
38,350 Number of new jobs anticipated in Tauranga and the Western Bay by 2063 ⁸	

3. Are there any other key statistics that you would like to see highlighted in the strategy?
4. Do any of these statistics suggest new areas of focus/action for the strategy?

A proposed action is the development of a Bay of Plenty labour market dashboard – a page of key indicators to be reviewed on a monthly basis. It is recommended that this is hosted on the BOPTIS website⁹, with responsibility for updates sitting with Priority One and the Ministry of Business, Innovation & Employment (MBIE). Local statistics will also be included where available, as regional statistics can sometimes mask local differences.

⁶ <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/benefit/index.html>

⁷ <https://www.greatlaketaupo.biz/images/EGLTQuarterlyEconomicMonitorJune17.pdf>

⁸ <http://www.smartgrowthbop.org.nz/media/1811/03042017-methodology-and-key-findings-report.pdf>

⁹ <http://www.bopti.co.nz/>

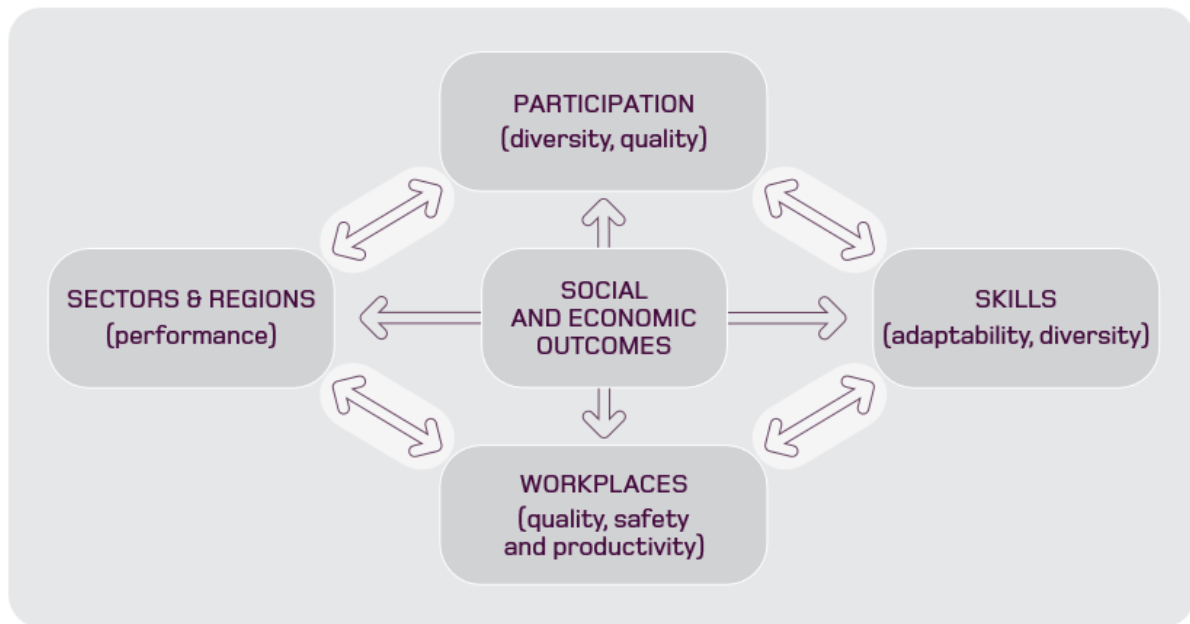
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2. Our approach towards the Bay of Plenty labour market

This section outlines our approach to developing the Bay of Plenty labour market through outlining the main areas of influence, acknowledging wider links with economic & social development, noting important areas for further research, and setting out key forms of action. It acknowledges the wide ranging factors that influence our labour market, while attempting to define our areas of influence.

Our approach to developing the Bay of Plenty labour market is adapted from Better Work, Working Better¹⁰, and consists of four key elements as outlined in Figure 1.

Figure 1: Key labour market components



Skills are a vital part of any labour market, and are one of the first topics raised in any discussion about the labour market. However, it is important to acknowledge that there are other key components. Influencing and improving these four areas of labour market development will lead to stronger social and economic outcomes in the Bay of Plenty.

2.1 Areas of influence

Participation:

- Individuals in our community need to be enabled to participate in meaningful employment - at all ages and stages – and in a way that leads to better outcomes for the individual and their wider family & whanau.
- Our local employers need available and suitable workers at the right time and place for their business to thrive and grow.

¹⁰ Adapted from “Better Work, Working Better. Labour Market and Employment Strategy.” 2005. Department of Labour.

From our literature review, we know that we have both an aging workforce and a significant number of young people not engaged with employment or the education system, so there are significant opportunities in this field. The Bay of Plenty has a significantly youthful Maori population, but we must acknowledge that Maori face an unemployment rate significantly higher than for non-Maori. Current issues with housing affordability will impact on the ability of people to participate meaningfully in the Bay of Plenty labour market.

Skills:

- Skills are an important way for an individual to get ahead in life. The more highly skilled a worker is, the higher their future employability and wages are likely to be. They are also more likely to be resilient to labour market shocks and any future mechanisation of the workforce.
- Employers need access to skilled workers for their businesses to thrive and grow. Upskilling of the existing workforce also plays a key role.
- Skills are both role specific, and foundational skills that enable people to be successful in obtaining and retaining employment

Productivity:

- Productivity is the key to *both* employees and employers ultimately being more successful: earning higher wages and generating higher profits. Labour market productivity is an important area of focus both regionally and nationally – as New Zealand had the fourth lowest labour productivity growth of OECD countries between 1995 and 2014.¹¹

Sectors, regions, and communities:

- Businesses and sectors drive the regional economy.
- Local communities form the labour markets that enable these businesses to succeed, and local labour market areas are a dynamic response to ever evolving industry need and location.

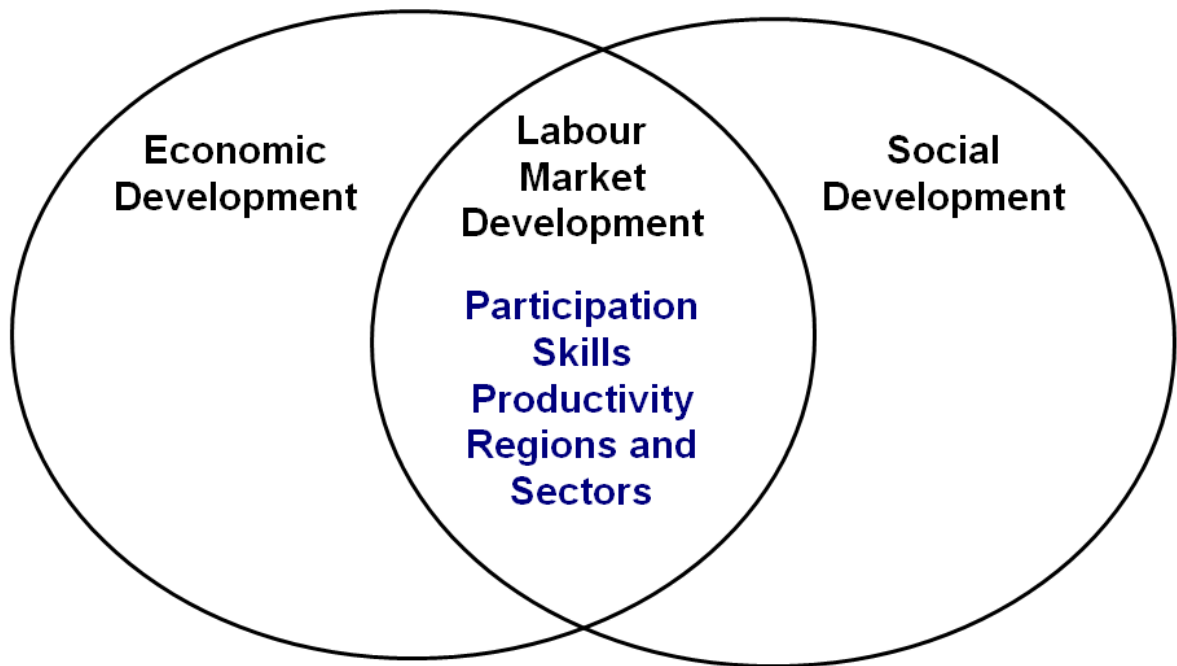
The importance of place is often overlooked in economic and labour market development planning, especially in the field of career and industry information. Better local labour market information will help groups such as young people, their immediate influencers, parents returning to the workforce, career changers, and older workers to make better decisions about opportunities in the Bay of Plenty.

7. Are there other key areas of focus (overall) that we've missed?

Each of the four areas discussed above has impacts both socially for the individual, and on wider economic performance at an industry and firm level. Figure 2 is a representation of the linkages between social and economic development. Through labour market development we aim to make the Bay of Plenty a better place for all.

¹¹ <https://www.productivity.govt.nz/news/new-zealands-weak-labour-productivity>

Figure 2: The interrelationship between labour market, social, and economic development



2.2. Areas of further research

Further research into the Bay of Plenty labour market will be essential for the implementation of this Strategy.

The University of Waikato Literature Review² identified that significant amounts of labour market and demographic data is already available for the Bay of Plenty region. However, little work has been done to understand the interactions between demographics changes, future industry demands, the local labour market areas within the Bay of Plenty. Emerging intra-region commuter patterns also need to be understood as road links and public transport connections across the region have been improving.

Further research will be undertaken in these areas to understand their interactions with and the implications for the future of our labour market, and especially to identify our key points of influence.

8. Are there any key areas of research or research programmes that you would like to see acknowledged in the strategy?

2.3. Levels and scope of influence

The Bay of Plenty labour market is affected by a wide range of factors, ranging from international economic conditions through to the availability of housing and accessible transport locally.

The research, modelling, and actions that this strategy identifies for the Bay of Plenty region will consider the information needed, how that translates to action, and ultimately how those projections will influence individual career decision makers and their key influencers in the Bay of Plenty. Macro level information about the state of the labour market is important, but regional improvement will ultimately be an aggregation of individual decisions made by workers and businesses. Better local labour market information made available in an accessible format will be crucial. Information needs range from city planners deciding on urban land use, through to Year 12 students at our local careers expo's who may simply want to know "if I study this, can I get a job afterwards?"

Regional labour market flows are dynamic. This strategy encompasses people currently living in the region, and also people living elsewhere who are considering moving to or returning home to the Bay of Plenty. Enabling participation is equally as important as planning for skills in the labour market. The future workforce of the Bay of Plenty includes many people who are currently not participating in the labour force as they are currently in secondary or tertiary education, raising family, or who otherwise face barriers to entry.

Actions to improve the Bay of Plenty Labour market will be guided by four main focus areas:

1. **Enablers and Aspiration:** enabling meaningful participation in the workforce. Reducing barriers and helping individuals, families, and whanau in our region to see great opportunities to aspire to.
2. **Make:** Increasing the supply of skilled and highly skilled workers through education and training
3. **Buy:** Incorporating skilled migrants – from overseas, other regions, and Kiwi's returning home – into vacancies in immediate skill shortage areas
4. **Fix:** Productivity improvements - ensuring the effective utilisation of existing skills within workplaces for the benefit of all.

9. Do these four themes fully cover and describe the key action areas for you?

3. Strategy ownership & implementation

The development of the Bay of Plenty Labour Market Strategy has been overseen by the Bay of Plenty Tertiary Intentions (BOPTIS) Leadership Group, who will also help to drive the initial stages of implementation.

It is proposed that the BOPTIS Leadership Group continues to own and oversee the implementation of this strategy, though with some flexibility for change depending on how economic and labour market development is managed nationally over the 2017 – 2020 electoral cycle.

At present there is no specific budget for implementation of the strategy. The actions identified in section four will be implemented either as business as usual via the organisations involved, or will need to be progressed via the development of business cases to appropriate local, regional, and/or national level funders.

While the strategy is owned by the BOPTIS Leadership Group, its scope of influence and action covers both the education sector and the wider labour market.

10. What other areas of strategy ownership, implementation, and funding do we need to consider. What have we missed?

4. Towards a better Bay of Plenty labour market

This section identifies a series of actions to be undertaken in the Bay of Plenty labour market during the 2018 – 2021 duration of the Strategy.

Actions proposed include new activities, the scaling up or extending of existing activities across the region, and locally specific actions depending on the needs of local labour markets and community.

This strategy also acknowledges that there are a range of successful initiatives already underway, and the impact that business as usual for many organisations has on the Bay of Plenty labour market. A separate stocktake was undertaken of these, and a working document is available on request. The discussions that took place around the stocktake have also helped to inform the actions identified below.

Actions are grouped by five main areas: overarching activities, actions that improve meaningful participation, better skills matching, and improved productivity, and finally actions that improve our collective communities, local labour markets, communities & sectors.

11. Do these five areas cover everything that you would expect to see in a labour market strategy?

4.1 Overarching actions

This section identifies the cross cutting actions necessary for the implementation of the Strategy. Areas such as research and communications will help to inform and promote strategy actions. The provision of improved local labour market information will also help to improve participation, skills matching, and better outcomes for communities and industry sectors.

12. Who should be the lead organisation responsible for each of the Communications and Marketing actions? (And who else should be involved?)

Activity	Organisations Lead organisation in italics	By when
Communication & marketing		
1. Develop and implement a communications plan. This plan will have internal and external audiences. <i>Intended outcome:</i> Organisations involved with the strategy, ensure that key messages are agreed, understood, and that all parties are kept up-to-date.	BOPTIS	Underway in year one, ongoing

External audiences – including local residents, industry, tertiary providers and local service providers – are kept up to date with the strategy, particularly about opportunities for them to become involved.		
A web presence will be developed, and will be hosted initially on the Bay of Plenty Tertiary Intentions Strategy website, with the potential for a standalone website depending on the amount of information to be provided on the regional labour market.	BOPTIS, Priority One, MBIE	Underway in year one, ongoing
Discuss with local councils and economic development agencies the potential for region wide targeted skills attraction campaigns. These could be new, and/or enhancements to existing campaigns, and with a national or international focus. Transition and settlement support and any related issues should also be considered in the development of these plans.	BOPTIS, Priority One, Toi EDA, Destination Rotorua, MBIE	An agreement on future actions by the end of 2018
Seasonal labour attraction: investigate the need for any seasonal labour attraction campaigns. These could have an international focus, or involve collaboration with other regions on a seasonal worker flow. Key industries are likely to be horticulture, tourism, and possibly aquaculture.	BOPTIS, regional economic development agencies, MBIE, Kiwifruit Inc, regional tourism organisations, key employers	An agreement on future actions by the end of 2018
Research		
<p>A research programme:</p> <p>Research will be vital to better understanding our regional labour market, with objectives of understanding the key areas where intervention is needed, and also as potential measures of our progress. Primary areas of research need over the next three years will be:</p> <ol style="list-style-type: none"> 1. Developing a better understanding of the industry demand that will be generated from future growth in key Bay of Connections sectors 	BOPTIS, MBIE, TEC, Priority One, the University of Waikato, Toi Ohomai, and other tertiary institutes	<p>Development of a Research Programme for both funded and volunteer (e.g. Masters/PhD students) to be developed by the end of June 2018</p> <p>Research ongoing throughout the</p>

<p>2. Developing a better understanding of future industry demand in key supporting employment sectors such as education, health, and construction.</p> <p>3. Linking demographic studies to industry demand to better understand their labour market implications, for example better understanding the age profile of key industries/occupations, the implications of labour market entry to exit ratios in the Bay of Plenty, and what it means for training, retaining, and attracting workers in the future.</p> <p>4. Housing and commuting.</p> <p>a. Further research to better understand local labour markets across the Bay of Plenty, including intra-region commuting patterns. This would be used in an advocacy role for issues such as public transport provision, transport links, and the provision of affordable housing.</p> <p>b. Better identifying and understanding dynamics that may affect labour market mobility for local iwi, for instance the interrelationships between their traditional rohe, employment availability, transport availability, and housing availability/affordability.</p>		duration of the strategy
<p>Forecasting:</p> <p>Labour market forecasting can be a useful tool for understanding skills needs of the future. While there are limitations to how far forecasting can be used to predict when future job vacancies will specifically become available in the labour market, forecasting will have an important role in the Bay of Plenty to:</p> <ul style="list-style-type: none"> - Help understand future impacts of technology on the regional labour market for job creation and destruction - Better influence urban planning decisions 	BOPTIS, Bay of Connections, regional economic development agencies, University of Waikato, other private researchers currently involved in the field (e.g. Market economics)	Ongoing throughout the length of the strategy, noting the interrelationships with the Research Programme referenced in the row above

<ul style="list-style-type: none"> - Understand any mismatches between future job growth and employment projections. This would enable better planning and targeting of training provision and skilled worker attraction campaigns. 		
<p>Making it useful:</p> <p>Labour market research and forecasting is only useful if it begins to influence the thousands of individual decisions made by students, school leavers, tertiary students, new graduates, parents & influencers, teachers, lecturers, employers, employer organisations, planners, and local & central agencies.</p> <p>National level labour market information is currently available through a number of sources, especially the MBIE Occupational Outlook tool and the Careers NZ website which is run by the Tertiary Education Commission.</p> <p>The gap at present is the provision of local labour market information in an easily accessible format by individual decision makers. The opportunities need to be explored further in a two stage process:</p> <ol style="list-style-type: none"> 1. Making key information available online on the Strategy website (such as the statistics already referenced in this Strategy, plus the Literature Review Prepared by the University of Waikato). This would be updated on a monthly and quarterly basis as updated statistics become available. 2. Explore with regional and national partners the opportunity to develop a source of Bay of Plenty labour market information and make it available online. This could be standalone website/app/social media presence, or in partnership with an existing organisation. 	<p>BOPTIS, MBIE, regional economic development agencies, MSD, TEC</p>	<p>Key labour market information for the Bay of Plenty to be made available on the website by the end of June 2018 in an accessible format.</p> <p>A longer term plan to be developed by the end of 2018, and implemented 2019 – 2020.</p>

13. Are these actions in the right ballpark? What would you change, and what have we missed?

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4.2. Meaningful participation

Labour markets begin with the ability to participate. Employers need to be able to find people to work in and help to grow their businesses. Individuals need the opportunity to participate meaningfully in the workforce.

Discussions during the development of this strategy have identified a number of key areas to consider. These have included factors such as:

- Aspiration: our people knowing about the great opportunities that we have in the Bay, and the drive and ability to access them.
- Access to public transport that conveniently links home to work.
- Access to reliable personal transport (with registration and Warrant of Fitness)
- Access to childcare and appropriate roles for parents considering a return to the workforce
- Driver licence training for young people
- Higher unemployment rates for Maori and for young people
- Housing availability and affordability: both for renting and for buying, and the proximity of home to work.
- Older workers¹²: enabling ongoing participation in the workforce, utilising mentoring skills and retaining people in the workforce longer (where they wish to). The reliance of some industries on a relatively aging workforce.
- Urban design: how future population growth in the Western Bay, Rotorua, and Whakatane can consider links to future employment areas.

Some key demographics relating to participation in the Bay of Plenty Labour Market are available in Section One of this strategy, in the University of Waikato literature review¹³.

The annual average participation rate in the Bay of Plenty for the year to September 2017 was 70.1% (NZ figure 70.6%), and the unemployment rate was an annual average of 5.8% for the same period (NZ figure 4.9%).¹⁴

14. Who should be the lead organisation responsible for each of the Meaningful Participation actions? (And who else should be involved?)

Activity	Organisations Lead organisation in italics	By when

¹² Definitions of “older workers” vary, but can be taken as workers aged 55 and over:

<http://www.ssc.govt.nz/node/7316>

¹³ Available at: <http://www.bopti.co.nz/news/university-of-waikato-bop-labour-market-literature-review/>

¹⁴ Derived from: http://www.stats.govt.nz/browse_for_stats/income-and-work/employment_and_unemployment/LabourMarketStatistics_HOTPSep17qtr.aspx for Regional Council Boundaries

Region-wide		
<p>1. Acknowledge the work of existing organisations in this space.</p> <p>Develop a directory of activities across the Bay and in local communities as a key resource for service providers, with the directory to be made available on the Strategy website</p>	BOPTIS, Priority One, MBIE, Citizens Advice Bureau, External website support?	Information available online by 30 June 2018
<p>2. Engage with He Mauri Ohoho and He Rangatahi He Anamata to identify future Maori economic aspirations in the region, to identify the potential labour market options, and communicate those throughout the region. Objectives would include:</p> <ul style="list-style-type: none"> a) Raising awareness of current and future options b) Working to inspire career aspiration within the Bay of Plenty c) Identifying clear pathways to these opportunities visa study options and skill development. 	BOPTIS, He Mauri Ohoho, MBIE, TPK, MSD, local economic development agencies,	Information available online by 30 June 2018 and is regularly developed & updated
<p>3. Driver licence training and education.</p> <p>Explore opportunities to support & strengthen existing programmes for youth in Rotorua and in the Eastern Bay of Plenty. Identify whether there are any opportunities for scaling across the region.</p> <p>Discuss with the government the plans that they have proposed around driver training in schools.¹⁵ Identify any gaps where the region may need to support youth who have already left the schooling system, or who may be early school leavers in the future.</p>	BOPTIS, MBIE, MSD, Ministry of Education, Career LinkUp, Rotorua Youth Centre	Discussions underway with central government in early 2018
<p>4. Build a better understanding of the links between housing affordability and the labour market in the Bay of Plenty. This will come from both local experiences reported by employers and economic development agencies and the research programme identified in section 4.1. There are two primary roles in housing for the Strategy:</p> <ul style="list-style-type: none"> a) Monitoring: understanding any risks to the retention and attraction of people to the Bay of Plenty labour market through local affordability issues. 	BOPTIS, local economic development agencies, local Councils, Smart Growth, Housing New Zealand, MSD	Ongoing throughout the life of the strategy

¹⁵ http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11903805

<p>b) Advocacy: discussing local affordability issues with local and central government where they arise, and promotion increased provision of affordable housing as appropriate.</p>		
<p>5. Youth at risk in the labour market/Not in Education, Employment or further Training (NEET)</p> <p>14.6% of youth aged 15 – 24 in the Bay of Plenty region were classed as NEET in the year to June 2017.¹⁶ While not all youth who are NEET are at risk¹⁷, it is a yardstick of the number of people disconnected from training and the labour market at an age where those connections are important for future connections to the labour force.</p> <p>There are at least three key roles for the Strategy:</p> <p>a) Discussions with the incoming government about its plans and programmes for at risk youth. Also engagements with MBIE about existing plans for the Eastern Bay of Plenty</p> <p>b) Advocate to support existing labour market activities that support youth to re-engage with training or the workforce</p> <p>c) Explore potential new approaches of pastoral care for the Bay of Plenty based on need. This is a key area of support based on the experience of Otorohanga¹⁸ and others, and the Mayors Taskforce for Jobs has a number of models throughout the country to use as the basis for further investigation.</p>	<p>BOPTIS, MBIE, Ministry of Education, TEC, TPK, MSD, local schools, tertiary education providers, and local economic development agencies</p>	<p>Discussions with MBIE and the government underway in quarter 1 2018</p> <p>Pastoral care approaches to be considered from quarter 1 onwards</p>
<p>6. Parents returning to the workforce.</p> <p>Explore options in each local labour market to enable parents potentially returning to the workforce to have improved options. This may be a regional approach with local implementation, and would include:</p>	<p>BOPTIS, TEC, MSD, MBIE, local Chambers of Commerce and economic development agencies,</p>	<p>Project underway in quarter 2 2018</p>

¹⁶ <http://webrear.mbie.govt.nz/theme/neet-rate/map/timeseries/2017/bay-of-plenty?accessedvia=bay-of-plenty&right-transform=absolute>

¹⁷ A 16 year old disengaged school leaver and a 24 year old stay at home parent of a new born baby could both be classified as NEET, so circumstances and risk levels vary.

¹⁸ Small Town, Big Change: https://www.youtube.com/watch?v=ib-raWy_TXI

<ul style="list-style-type: none"> - Greater career support via TEC and other career support organisations, individual providers, and local careers expo. - Promotion/development of employer resources to help with ideas and support with flexible work hours etc. in the workplace. <p>Note that there may be some overlap with action 5 in the row above, e.g. work with teen parents.</p>		
<p>7. Engagement and appropriate retention of older workers (workers aged 55+ and over)</p> <p>Build on existing local approaches to encourage ongoing participation in the labour market (where that works well for the individual workers involved.) This approach would involve:</p> <ul style="list-style-type: none"> - Identifying and prioritising with industries who have an older current workforce - Promotion of existing resources/development of new resources and tools as required. - Focusing on helping employers and employee reduce hours as appropriate to potentially <ul style="list-style-type: none"> a) Stay longer in the workforce b) Adopt mentoring roles for younger workers where appropriate to the role and organisation. - Acknowledging the transition to increased volunteer/community work that may happen at that life stage. 	BOPTIS, local Chambers of Commerce and Economic Development Agencies, MSD/Office for Seniors, Volunteer Bay of Plenty	Project underway in quarter 3 2018.
Local		
1. Use labour market forecasting to help inform local and regional planning processes, especially around urban design, land zoning, and the provision of public transport & related infrastructure.	BOPTIS, local economic development agencies, connections with Councils	From 2019 onwards once research and forecasting work is underway
2. Engage in public transport discussions and any planning opportunities with Bay of Plenty Regional Council to influence changes/improvements to local bus services that would improve accessibility to employment – both permanent and seasonal labour.	BOPTIS, local economic development agencies, MSD	Annually throughout the life of the strategy

3. Ongoing discussions with local communities to understand specific local labour market needs.	BOPTIS quarterly discussions, MSD, local economic development agencies	On a regular basis throughout the lifespan of the strategy
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15. Are these participation-related actions in the right ballpark? What would you change, and what have we missed? Is the regional/local split about right?

4.3 More effective skills matching

Once individuals are able to participate in the labour market, their skill level is crucial in finding the best opportunities for them to flourish. The higher skilled an individual is, the more likely they are to be able to find employment and to achieve higher levels of income. The right skilled labour at the right time is also crucial for an employer to be able to develop and grow their business.

Discussions during the development of this strategy have identified a number of key areas to consider. These have included factors such as:

- The need for better information on regional and local skills shortages, and for it to be made available in an accessible manner to career decision makers (and their influencers)
- We need to understand the impact of technology in the future on the types of skills and roles that will be needed in our local labour market
- Immigration has an important role in meeting immediate skill needs, but in the long term we need to make sure that we are growing our local workforce and promoting the range of opportunities available across the Bay of Plenty
- The need for more just in time training to be made available, such as micro-credentialing
- More industry taster opportunities to help inspire people into key local industries.
- Skills include both technical skills and foundational skills. Attitude is key; the right person with the right attitude can be taught what is needed to succeed
- We need to connect better with iwi; both as current employers to understand their skills needs, and for the future of the iwi workforce in the Bay of Plenty
- Forecasting skills shortages - and the specific timing of future vacancies – can be difficult. Wider economic conditions, technological advancements, and the plans of individual businesses all have an impact.
- From the University of Waikato Literature review, we know that the region is facing an era where there may be more people getting close to leaving the labour force for retirement (the population cohort aged 55 – 64) than there are young people reaching labour market entry age (the population cohort aged 15 – 24). While there are opportunities to improve and extend labour market participation, this may exacerbate skill and labour shortages in some industries.
- There is fantastic work underway for the region with the Bay of Connections sector strategies and the Regional Growth Programme. The challenge is now to translate these into future employment needs for the region, and to help local students and job seekers see the future potential.
- There are a range of great initiatives and services already operating in the Bay of Plenty, there is potential to scale them up further across the region, or for stronger linkages

16. Who should be the lead organisation responsible for each of the skills matching actions? (And who else should be involved?)

Activity	Organisations Lead organisation in italics	By when
Region-wide		
<p>1. Acknowledge the work of existing organisations in this space.</p> <p>Develop a directory of activities across the Bay and in local communities as a key resource for service providers, with the directory to be made available on the Strategy website</p>	<p>BOPTIS, Priority One, MBIE, Citizens Advice Bureau? External Contractor</p>	<p>Information available online by 30 June 2018</p>
<p>2. Better understanding of demand & supply</p> <p>We need to better understand the current and future skills needs of the local and regional workforce, and to communicate with employers, workers, students, and influencers about these.</p> <p>This relates to the overarching actions in 4.1 about research and communication, and will also require stronger communication between education (secondary and tertiary), industry, and supporting agencies throughout the region.</p> <p>Influencing local media to help convey these messages, as well as responding to topical matters (such as the future impact of technology on employment) will also be important.</p>	<p>BOPTIS, local economic development agencies, MBIE, TEC, MSD, Ministry of Education, Toi Oho Mai, the University of Waikato, and Te Whare Wananga o Awanuiarangi</p>	<p>Ongoing throughout the life of the strategy</p>
<p>3. Enhanced linking of people and industry</p> <p>We need to provide as many opportunities as we can to help people understand the possibilities in our regional workforce, and to make the connection points for employers easy.</p> <p>The INSTEP Model and Career LinkUp are operating in the Western Bay of Plenty and the Eastern Bay of Plenty, we need to explore opportunities to expand appropriate aspects of the model into the Rotorua community, and to look at how the existing models could be supported even further</p>	<p>BOPTIS, INSTEP, Career LinkUp, Destination Rotorua, Toi Ohomai, TEC, Ministry of Education, MSD</p>	<p>Underway in early 2018</p>

<p>Improved graduate employment support for people leaving tertiary education in the region is needed. Further discussion should take place too scope the possibility/appropriateness of a region wide support network and/or graduate employment website to help local graduates find employment in the Bay of Plenty. This would include international students studying in areas of local skill need.</p> <p>Role of tertiary education</p>		
<p>4. Work ready skills</p> <p>Further exploratory work to be undertaken into the state of work-ready skills in the Bay of Plenty, and further support services that are needed. These include foundational skills such as literacy and numeracy, and intangibles such as work readiness and attitude</p>	BOPTIS, MBIE, TEC, Ministry of Education, tertiary education providers and the ITO sector, MSD	Underway in quarter 2 2018
<p>5. The Maori economy and iwi engagement</p> <p>Engage direct with iwi, He Mauri Ohoho, and He Rangatahi He Anamata to discuss future Maori economic aspirations in the region, the potential skills needs of these aspirations, and the identification of skills pathways.</p>	BOPTIS, He Mauro Ohoho, TPK, iwi	Ongoing throughout the life of the strategy
<p>6. Bay of Connections key sectors</p> <p>Bay of Connections has a series of sector strategies, but information about their implications for future labour and skill demand is mixed.</p> <p>Discussion to take place between Bay of Connections and BOPTIS to consider commissioning an employment study of Bay of Connections. This would identify the future skills needs of these key industries, and develop a plan to communicate these needs to prospective workers (both local and migrant)</p>	BOPTIS, Bay of Connections	Discussions underway in early 2018, with any study to be completed by the end of 2018
<p>7. Migration and immigration</p> <p>Ensuring that population flows to the region support the skills needs of local business, making sure that families and their employers are supported throughout the attraction, transition, and settlement stages.</p> <p>Consider the development of further sub-regional approaches to migration, investment, and international student attraction based on the Western Bay of Plenty</p>	BOPTIS, MBIE, Citizens Advice Bureau, Tauranga and Rotorua Migrant Settlement Networks, local economic development agencies	Ongoing throughout the life of the strategy

International Strategy/Regional Partnership Agreement as a model.		
Local		
<p>1. Events</p> <p>An enhanced focus on local events for employers and potential workers that would help to tell the story of skills needs in the Bay of Plenty, and the relevant training pathways.</p> <p>This could include;</p> <ul style="list-style-type: none"> - Further support for local Careers Expos, and the exploration of greater cross-region Careers Expo collaboration, particularly in the areas of employer engagement across key industry sectors - New events and programmes as needed to support the actions identified in the regional table above - A focus on how we tell the stories in-between events, and how we follow up after events to help individuals to make good career decisions (e.g. the Rotorua Careers Expo Facebook page). , and employers to make good hiring decisions (e.g. workshops such as the Attracting Global Talent initiative by Priority One and Export BoP, and the EMA workshop series) 	BOPTIS, tertiary education providers, employer networks, local careers expos (Tauranga, Rotorua, Eastern Bay, and Taupo), Export BoP, EMA, MSD, local economic development agencies	To begin in 2018
<p>2. Closer local industry education links</p> <p>Explore ways to enhance local education to employment initiatives to encourage greater micro credentialing & the provision of just-in-time training in local communities.</p>	BOPTIS, tertiary education providers, employer associations and regional economic development agencies	To begin in 2018

17. Are these skills-related actions in the right ballpark? What would you change, and what have we missed? Is the regional/local split about right?

4.4 Productivity

With skilled and meaningful participation enabled, the third labour market challenge is the level of productivity people are able to achieve within our regional workplaces.

This is also a major challenge for the NZ labour market as a whole, with the Productivity Commission noting that New Zealand had the further lowest rate of labour market productivity growth in the OECD between 1995 and 2014.¹⁹ The Productivity Commission commented that:

“New Zealand needs to shift from a model based on working more hours per person to one that is focused on generating more value from time spent at work. With labour force participation forecast to decline with population ageing, the focus now needs to go on lifting productivity”

Discussions during the development of this strategy have identified a number of key areas to consider. These have included factors such as:

- The need to increase the value of what our regional economy produces
- Our industry mix impacts on our labour market productivity. Some sectors have lower labour market productivity than others due to the product type and level of technology involved.
- Infrastructure impacts on our labour market productivity. For instance, traffic congestion in the Western Bay of Plenty has a significant impact on the Port and other industries reliant on transport. Access to high speed/reliable broadband also has an impact in more rural areas.
- Healthier homes would improve labour market productivity by reducing absenteeism rates due to illness.
- The skills of employers, individual managers, and the organisation of individual workplaces have a key role to play
- Better labour market matching between individuals and their employment may improve labour market productivity
- The importance of basic workplace standards and skills, and the availability of short course training for industries with high turnover, such as hospitality

18. Who should be the lead organisation responsible for each of the productivity-related activities? (And who else should be involved?)

Activity	Organisations Lead organisation in italics	By when
Region-wide		

¹⁹ <https://www.productivity.govt.nz/news/new-zealands-weak-labour-productivity>

<p>1. Acknowledge the work of existing organisations in this space.</p> <p>Develop a directory of activities across the Bay and in local communities as a key resource for service providers, with the directory to be made available on the Strategy website</p>	<p>BOPTIS, Priority One, MBIE, Citizens Advice Bureau? External Contractor</p>	<p>Information available online by 30 June 2018</p>
<p>2. Business and sector-specific training programmes & research</p> <p>Advocate for increased resources for business and sector-based training, from both local sources and nationally. Focus to be on programmes such as lean manufacturing, business mentoring, and other programmes relevant to regional need.</p> <p>Support stronger connections research institutions and industries to enable product and productivity improvements in the regional economy through events (see below) and activities.</p>	<p>BOPTIS, local economic development agencies, Chambers of Commerce, EMA, Callaghan Innovation, tertiary Institutions, crown research institutes, PlantTech</p>	<p>Ongoing throughout the life of the strategy</p>
<p>3. Sectors</p> <p>Specific sector support depending on industry need. Some industries with a high labour input/low technology input may have less potential for productivity improvements than others. Further research is needed in this area, and to guide future sector initiatives</p>	<p>BOPTIS, , local economic development agencies, Chambers of Commerce, EMA</p>	<p>Ongoing throughout the life of the strategy</p>
<p>4. Events and resources</p> <p>Provision of more events with a focus on how technology can improve labour productivity. The Technology for Smarter Business Expo held in Tauranga is an example of an event that could potentially be scaled regionally or run in multiple locations</p>	<p>Local economic development agencies, Chambers of Commerce, EMA</p>	<p>Underway from Q3 2018</p>
<p>Local</p>		
<p>1. Enabling infrastructure</p> <p>Identify the local issues that are having the biggest impact on businesses, and advocate for their improvement from a labour market perspective. Issues are most likely to include:</p>	<p>BOPTIS, MBIE, regional council, local councils, local economic development agencies</p>	<p>Ongoing throughout the life of the strategy</p>

<p>a) Transport</p> <ul style="list-style-type: none"> - Traffic congestion for commuters and freight - Accessibility to public transport <p>b) Access to high speed broadband</p> <ul style="list-style-type: none"> - Affordability - Speed and performance in rural areas <p>c) Housing</p> <ul style="list-style-type: none"> - Availability of rentals/own home for new workers moving to the region - Affordability of rentals/own home for people living in the Bay of Plenty, especially relative to local wages 		
<p>2. Labour market matching and career pathways</p> <p>Explore with TEC (Career Directorate) and industry the potential for any projects to improve labour market matching in the region, both for people entering the workforce and those currently in larger organisations where clearer career pathways and progression might be identified.</p>	BOPTIS, TEC, local economic development agencies	Project discussion underway in Q2 2017

19. Are these productivity-related actions in the right ballpark? What would you change, and what have we missed? Is the regional/local split about right?

4.5 Communities, sectors, and local labour markets

Communities have a vital role in helping to combine participation, skills, and productivity. It is at a community level where people live & work, and where businesses within an industry sector are located. We need a better understanding of the importance of place in influencing individual career decisions and sector development

Discussions during the development of this strategy have identified a number of key areas to consider. These have included factors such as:

- The local labour markets that exist with the Bay of Plenty, and how they are growing and changing over time. Local labour market boundaries don't necessarily match local Council boundaries
- Intra-region commuting patterns that are developing, especially between Tauranga and Rotorua with the completion of the Tauranga Eastern Link and improvements to State Highway 36.
- The importance of place to iwi, and the extent to which place may influence career decision making
- We need to enable and inspire local aspirations
- Regional labour market initiatives need to be implemented within a local context
- Industry development happens as part of a wider sector, but also happens within a community with many local linkages and flow on effects
- Growth in jobs in parts of the region is likely to outstrip population growth and labour force participation growth. We need to send a message to young people that we need them to succeed, and that we will help them to success here.
- Migration needs to play a targeted role in supporting and maintaining our future workforce. Local settlement and integration is vital.
- Regional statistics will sometimes mask local variances. Job growth in the region does not always occur where our largest populations of Māori and youth reside

20. Who should be the lead organisation responsible for each of the community, sector, and local labour market related activities? (And who else should be involved?)

Activity	Organisations Lead organisation in italics	By when
Region-wide		
1. Acknowledge the work of existing organisations in this space.	BOPTIS, Priority One, MBIE, Citizens Advice Bureau? External Contractor	Information available online by 30 June 2018

Develop a directory of activities across the Bay and in local communities as a key resource for service providers, with the directory to be made available on the Strategy website		
<p>2. Importance of place and commuting patterns</p> <p>Use the local labour market area research (section 4.1) to consider the impact of changing commuter patterns, and what this means for regional issues such as transport links, and the need for any specific local labour market/economic development projects.</p>	BOPTIS, MBIE, MSD, local economic development agencies	Underway once research & any implications are known in late 2018
Local		
<p>1. Explore the use of local labour market modelling in further developing local and regional solutions to areas of high unemployment and youth at risk of becoming disengaged from training and employment (NEET).</p> <p>Potential projects to explore and reduce the level of disconnect in the region between areas of high employment growth, and areas with high Maori & youthful populations.</p>	BOPTIS, MBIE, Bay of Connections, MSD, local economic development agencies	Underway in quarter 3 2018
<p>2. Welcoming Communities</p> <p>As new migrants arrive in the Bay of Plenty (from offshore or elsewhere in NZ) it is important that they connect well with the local community.</p> <p>Welcoming Communities is being piloted in five regions in NZ from 2018, including the Western Bay & Tauranga. There may be opportunities to bring Rotorua and the Eastern Bay into the programme from 2019.</p>	Local Councils, MBIE, Multicultural Tauranga, Multicultural Rotorua,	Underway in the Western Bay in 2018. Explore options for Rotorua in 2019
<p>3. Information and aspiration</p> <p>Develop stronger links between local employers and communities to show the potential of what's possible in our cities, towns, and rural areas.</p> <p>Promote the role of self-employment, entrepreneurialism, and innovation – demonstrating local pathways and success stories. Ensure that self-employment and business development are among the options when people talk about "careers".</p>	Local careers expos, Chambers of Commerce, economic development agencies, Bay of Connections industry groups, EMA	Ongoing & underway in early 2018

21. Are these local, community, and sector focused actions in the right ballpark? What would you change, and what have we missed? Is the regional/local split about right?

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5. Summary

Summary to be completed for the final draft of the strategy

Big nagging thoughts

- How much technical evidence/detail is needed in the report?
- Issues of flow and consistency in the document to be addressed in the second draft.
- What have we missed?
- What have we got right/wrong?

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