

Bay of Plenty Labour Market Strategy

2018 to 2021



March 2018



Contents

1.	Introduction and overview	3
1.1.	Relationship with other initiatives and strategies	4
1.2.	Current state of the Bay of Plenty labour market	5
2.	Thinking about the Bay of Plenty labour market	8
2.1.	Areas of influence	8
2.2.	Areas of further research	10
2.3.	Levels and scope of influence	11
3.	Strategy Ownership and Implementation	12
4.	Towards a better Bay of Plenty Labour Market	13
4.1.	Overarching actions	13
	Communication and marketing	13
	Research	14
	Forecasting	15
	Making it useful	15
	Evaluation	16
4.2	Meaningful participation	17
	Actions at a regional level	18
	Actions at a local and community level	20
4.3	More effective skills matching	22
	Actions at a regional level	23
	Actions at a local and community level	25
4.4.	A more productive labour market	27
	Actions at a regional level	28
	Actions at a local and community level	29
4.5.	Communities, sectors, and local labour markets	30
	Actions at a regional level	31
	Actions at a local and community level	31

1. Introduction and overview

This is the first Labour Market Strategy developed to connect the whole of the Bay of Plenty at a regional level¹. The labour market is a key contributor to both social and economic development in the region. This strategy discusses the major elements of the Bay of Plenty labour market at a regional, sub-regional, and local level. Key actions under the themes of participation, skills, productivity, and regions & sectors are identified.

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 facilitate stronger connections between social, economic, and business development opportunities in the Bay of Plenty.
2. To ensure industry has access to the skills and experience that it needs, when they need it.
3. To ensure individuals can meaningfully participate in the regional labour market, and have the skills to achieve career & personal aspirations for themselves and their immediate whanau/family.
4. To best enable the future of the region; helping individuals and businesses to maximise both potential and productivity.
5. To develop an integrated plan the region can invest in, and implement, to make a beneficial impact for the people of the Bay.

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 current industries, demographic trends, skills availability, and several other factors influencing the Bay of Plenty Labour Market. While local economies and labour markets are ever evolving, the review provides a great starting point for discussions and planning. The upcoming 2018 Census will also provide a range of new insights into recent growth and changes in the Bay of Plenty.

An unpublished working document outlining the current range of labour market activities in the Bay of Plenty in 2017 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 local, regional, and New Zealand-wide initiatives. 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.

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

recognises that the sub regions in the Bay of Plenty are both interlinked and significantly differentiated, and is committed to meaningful local involvement in every aspect of the strategy.

1.1. Relationship with other initiatives and strategies

This strategy connects with a wide range of local, regional, and New Zealand-wide initiatives, across a spectrum from grass roots projects to nationwide strategies. The flow of people between communities, and the trend towards larger local labour markets, means we have to think about the labour market at multiple levels.

At a local level there are a number of plans, initiatives, and strategies that influence communities and labour markets. These include (but are not limited to):

- The Kawerau Pathways to Work Plan³
- The Priority One INSTEP programme⁴
- Toi EDA's Workforce Development programme including Career LinkUp EBoP⁵
- Taupo Pathways⁶
- Māori and Iwi-led education and employment plans and initiatives
- Business as usual activities of employers, educators, communities, and agencies

Regionally there are also clear intersections with (but not limited to):

- Bay of Connections⁷
- He Mauri Ohooho⁸
- Bay of Plenty Tertiary Intentions Strategy⁹
- Collaboration Bay of Plenty
- Connect Bay of Plenty
- Rotorua Vision 2030
- SmartGrowth
- Eastern Bay - Beyond Today

There are also national linkages with agencies involved in the Bay of Plenty Regional Growth Programme¹⁰, and the potential for a new New Zealand employment strategy¹¹. The role of this strategy is to look at the region's labour market both as a set of sub regions and as a whole, to work with emerging trends and issues, and to help as a connecting point for national initiatives.

³ <http://www.cobop.govt.nz/vdb/document/576>

⁴ <http://www.priorityone.co.nz/instep-programme-details>

⁵ <http://www.toi-eda.co.nz/getattachment/About-Toi-Eda/Toi-EDA/1749-Toi-EDA-WD-building-blocks-for-EBOP-growth.pdf.aspx?lang=en-NZ>

⁶ <https://www.taupopathways.co.nz/about.html>

⁷ <http://www.bayofconnections.com/>

⁸ <http://www.bayofconnections.com/sector-strategies/he-mauri-ohooho--mori-economic-development/>

⁹ <http://www.bayofconnections.com/sector-strategies/tertiary-intentions-strategy/>

¹⁰ <http://www.bayofconnections.com/growth-programme/>

¹¹ E.g. http://www.nzherald.co.nz/unemployment/news/article.cfm?c_id=353&objectid=11983494

1.2. Current state of the Bay of Plenty Labour Market

The following statistics provide a snapshot of the labour market across the region as a whole, and are a guide to the conditions that this strategy is attempting to influence at a regional level. It is important to note that labour market conditions do vary significantly across communities and sub-regional labour markets. As part of implementing this strategy, further research will identify key statistics and measures for the local labour markets within the region.

Table 1: Snapshot of the Bay of Plenty Labour Market, March 2018

299,000 people The estimated resident population in Bay of Plenty (regional council boundaries), as at 30 June 2017. ¹²	2.2 % growth The increase in estimated resident population in Bay of Plenty (regional council boundaries), between 30 June 2016 and 30 June 2017. ¹²
\$43,000 gross domestic product per person The GDP per capita in the Bay of Plenty (regional council boundaries) in 2015 - \$10,000 less than the figure for New Zealand as a whole. ¹³	28% of people identify as being Māori The Māori share of the population in 2013 in the Bay of Plenty (regional council boundaries), compared to 15% nationally. ¹³
\$87,400 per household The annual average household income in the Bay of Plenty (regional council boundaries), in 2017, a rise of 4.5% over the previous year, but compared to \$97,100 nationally. ¹²	2,187 net gain from international migration Net international migration to the region in the year to October 2017. ¹²
\$385 to rent a house The estimated mean weekly rent in the Bay of Plenty for the year to December 2017, compared to \$431 nationally. ¹²	13.5% of young people are NEET The percentage of 15 to 24 year-olds not in employment, education, or training (NEET rate) in Bay of Plenty, in the year to December 2017. Higher than the New Zealand rate of 11.8%. ¹²
78.48% achievement 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. ¹⁴	5.41% of school leavers with “little or no formal attainment” 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. ¹⁴

¹² <http://www.mbie.govt.nz/info-services/business/business-growth-agenda/regions/web-tool>

¹³ <http://www.mbie.govt.nz/info-services/business/business-growth-agenda/regions/documents-image-library/2016-regional-reports/bay-of-plenty-region.pdf>

¹⁴ <http://www.educationcounts.govt.nz/statistics/schooling/senior-student-attainment/school-leavers2/highest-attainment-numbers>

<p>70.3% in work or looking for work</p> <p>The annual average labour force participation rate in Bay of Plenty (regional council boundaries), for the year to December 2017, compared to 70.7% nationally.¹⁵</p>	<p>66.2% employment rate</p> <p>The annual average percentage of working-age people employed in Bay of Plenty (regional council boundaries) in the year to December 2017, compared to 67.3% nationally.¹⁵</p>
<p>5.9% unemployed</p> <p>The annual average percentage of the labour force who were unemployed in the Bay of Plenty (regional council boundaries) in the year to December 2017, compared to 4.7% nationally.¹⁵</p>	<p>70.8 % - less affordable renting</p> <p>The housing affordability measure (Rent) in Bay of Plenty (regional council boundaries) was 70.8% in the year to March 2016, compared to 61.1% nationally. A “higher percentage means less affordable housing.”¹²</p>
<p>81.3 % - less affordable buying</p> <p>The housing affordability measure (Buy) in Bay of Plenty (regional council boundaries) in the year to March 2016, compared to 77.5% nationally. A “higher percentage means less affordable housing.”¹²</p>	<p>48.6 % of people in the age group most likely to be in full time paid employment</p> <p>The percentage of the population in the 25-64 years age group in Bay of Plenty (regional council boundaries) at 30 June 2014, compared to 51.2% nationally.¹²</p>
<p>10,476 on a job seekers benefit</p> <p>The number of people in receipt of a Jobseeker Support benefit from Work and Income in the Bay of Plenty (regional council boundaries) as of December 2017.¹⁶</p>	<p>5,205 on a supported living benefit</p> <p>The number of people in receipt of a Supported Living Payment from Work and Income in the Bay of Plenty (regional council boundaries) as of December 2017.¹⁶</p>
<p>15,160</p> <p>The number of people employed in Health Care and Social Assistance in the Bay of Plenty (regional council boundaries) in 2015.¹³</p>	<p>Some key Taupo District statistics:¹⁷</p> <p>Estimated economic growth of 3% in the year to September 2017</p> <p>New dwellings consented up 14.8% in number in the year to September 2017</p> <p>House prices up 5% in the year to September 2017.</p> <p>Unemployment rate of 3.7% in the year to</p>

¹⁵ Derived from: <https://www.stats.govt.nz/information-releases/labour-market-statistics-december-2017-quarter>

¹⁶ <https://www.msdc.govt.nz/about-msdc-and-our-work/publications-resources/statistics/benefit/index.html>

¹⁷ “The Taupo Economy” handout prepared by Enterprise Great Lake Taupo, December 2017

	September 2017.
38,350 new jobs? Number of new jobs anticipated in Tauranga and the Western Bay by 2063. ¹⁸	

Further information and analysis is available in *Labour market development in the Bay of Plenty: A literature review*.

Of particular note in the review is the finding that 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. This has a number of implications and is likely to enhance trends in the labour market such as people staying in work longer, technology advancement and substitutions, and further underlines the need to improve youth employment connections.

A proposed action is the development of a Bay of Plenty labour market dashboard – a page of key indicators to be reviewed on a quarterly basis as new labour market statistics become available. Local statistics will also be included where available. Depending on the size of the Council area, local level employment statistics are often only reliably available from the five yearly Census. A brief summary of population levels, GDP growth, and median household income at a district level is included in Table 2.

Table 2: Snapshot of district level population, GDP, and income statistics¹⁹

Council area	Population ²⁰	Population growth ²¹	GDP per capita	GDP growth ²²	Median household income ²³
Kawerau	6,940	2.1%	\$59,356	5.5%	\$49,500
Opotiki	9,010	2.2%	\$36,610	7.7%	\$53,500
Rotorua	71,700	1.7%	\$50,912	4.5%	\$73,500
Taupo	36,800	1.7%	\$53,529	2.5%	\$74,200
Tauranga	131,500	2.6%	\$51,640	5.2%	\$73,900
Whakatane	35,600	1.7%	\$48,179	3.8%	\$73,200
Western Bay of Plenty	49,000	2.5%	\$29,042	5.4%	\$73,800
New Zealand	4,793,900	2.1%	\$54,178	2.0%	\$82,300

¹⁸ <http://www.smartgrowthbop.org.nz/media/1811/03042017-methodology-and-key-findings-report.pdf>

¹⁹ All statistics in this table sourced from: <http://www.mbie.govt.nz/info-services/business/business-growth-agenda/regions/web-tool>

²⁰ Year to June 2017

²¹ The increase in estimated resident population in between 30 June 2016 and 30 June 2017

²² The percentage change in the gross domestic product (GDP) per capita between 2015 and 2016, year to March

²³ For the 2017 year

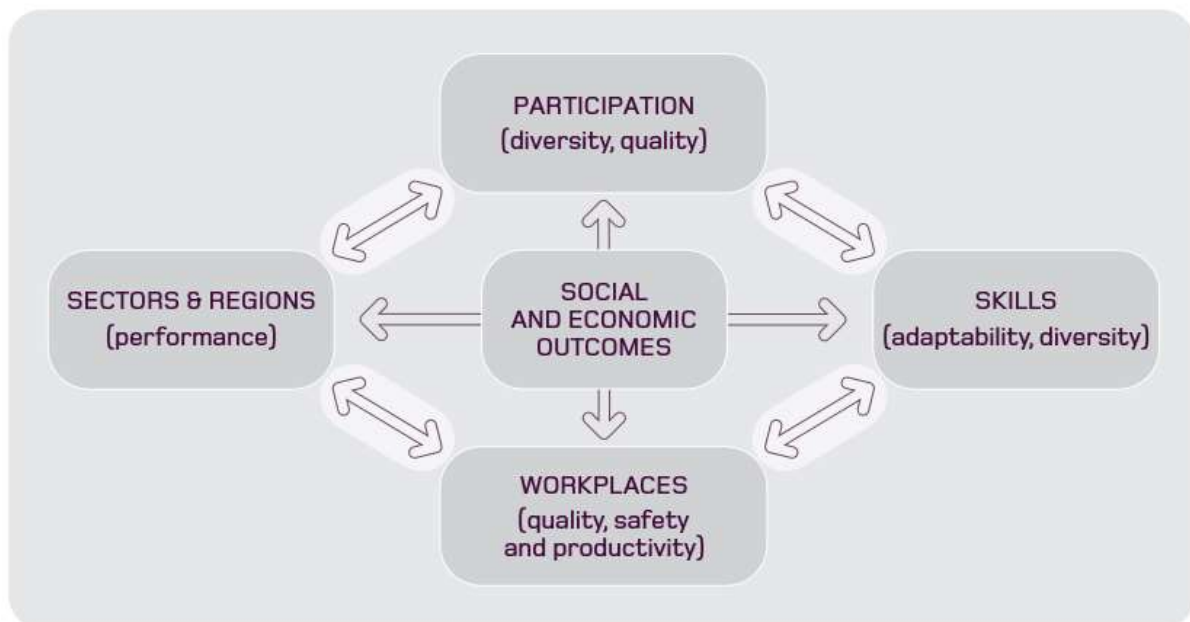
2. Thinking about the Bay of Plenty labour market

This section outlines current thinking about the Bay of Plenty labour market. It outlines the main areas of regional influence, acknowledging wider links with economic and social development, noting important areas for further research, and setting out key forms of action.

Many wider factors influence the region's labour market, so it is important to define areas of influence while also acknowledging local and national interlinkages.

The approach of this strategy has been adapted from Better Work, Working Better²⁴, 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 often one of the first topics raised in any related discussion. 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.
- Local employers need available, suitable, and qualified workers at the right time and place for their business to thrive and grow.

²⁴ Adapted from “Better Work, Working Better. Labour Market and Employment Strategy.” 2005. Department of Labour.

From the literature review, it is evident 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 Māori population, but Māori face an unemployment rate significantly higher than for non-Māori. 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 and educated 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. New Zealand has a “long-run trend of poor productivity”, for example New Zealand had the fourth lowest labour productivity growth of OECD countries between 1995 and 2014.²⁵

Sectors, regions, and communities:

- Businesses, sectors, and iwi investment decisions 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. Local labour market areas do not necessarily conform to TLA boundaries.

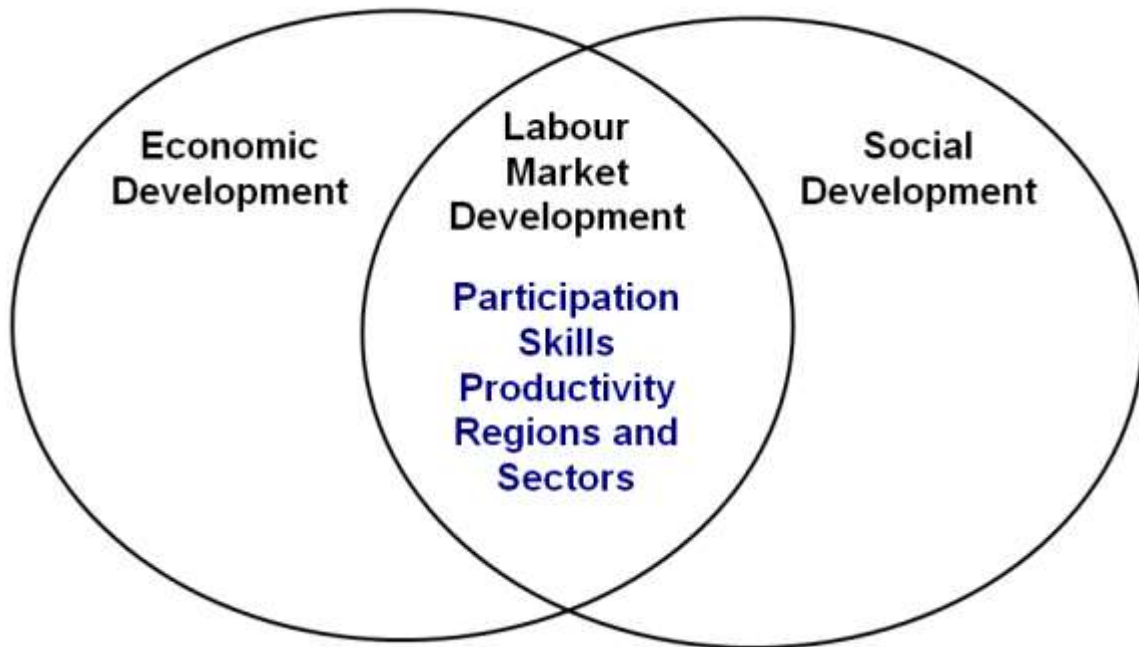
The importance of place is often overlooked in economic and labour market development planning, especially in the field of career and industry information. Better local labour market information will help groups such as young people, their immediate influencers, parents returning to the workforce, career changers, tertiary graduates, and older workers to make better decisions about opportunities in the Bay of Plenty. Feedback received in the development of this strategy also identified the importance of using a collective impact framework²⁶. This will be explored further in the implementation phase.

Each of the four areas discussed above 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.

²⁵ <https://www.productivity.govt.nz/news/new-zealands-weak-labour-productivity>

²⁶ For example <http://www.collaborationforimpact.com/collective-impact/>

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



2.2. Areas of further research

Additional research into the Bay of Plenty labour market will be important during the implementation process, including monitoring of our progress. Any further research must be of practical value.

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. Local and intra-region labour market flows have potential implications for Council Long Term Plans, and planning by the New Zealand Transport Agency (NZTA).

Consultation during strategy development also identified a need to better understand factors such as outcomes for New Zealand expatriates or tertiary graduates returning to the Bay of Plenty labour market, and which industries currently benefit the most from social investment.

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.

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 local careers expo's who may simply want to know "if I study this, can I get a job afterwards?" or "what future is there for me in the Bay of Plenty?"

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 not currently 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, training, retraining, and effective graduate transitions.
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 and upskilling within healthy workplaces for the benefit of all.

3. Strategy ownership & implementation

Development of the Bay of Plenty Labour Market Strategy has been overseen by the Bay of Plenty Tertiary Intentions (BOPTIS) Leadership Group, as an initiative within the Bay of Plenty's broader regional growth programme.

In the short-term it is proposed that the BOPTIS Leadership Group continues to lead the implementation of this strategy, with flexibility for change depending on how economic and labour market development is managed nationally over the 2017 – 2020 electoral cycle. A constellation governance approach²⁷ has also been recommended for BOPTIS to consider during the consultation process.

The nature of this strategy and the wide range of interlinkages mean that BOPTIS cannot do this alone. Strong links with Iwi and Māori leadership, Economic Development Agencies and networks such as Bay of Connections, Collaboration Bay of Plenty and CONNECT Bay of Plenty will be vital, as will be relationships with all stakeholders across the labour market spectrum.

No strategy exists in a vacuum: many local and regional initiatives influencing and impacting the regions labour market are already underway. This strategy aims to support those, and where appropriate help enhance them or encourage their development across the wider region. This strategy recognises that national and regional issues often need local solutions and implementation.

An outcome of this strategy is to build the case for stronger investment in our regional labour market. At present there is no specific budget for implementation, but having a plan should help to change this. The actions identified in section four will initially 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, or national funders.

Consultation on the first draft of this strategy has suggested the need for a full time equivalent employee to help drive its implementation. Further discussions will need to take place about this, including the sustainability and viability of any such resource, potential sources of funding, and suitable host organisation(s).

Ultimately, this strategy builds the case for more resources to improve labour market outcomes across the Bay of Plenty, and will influence social and economic development accordingly.

²⁷ <http://collaborativejourneys.com/constellation-collaboration-an-inspired-model-for-multi-organizational-collaboration/> as an example

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 acknowledges 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. Discussions that took place around that stocktake have also helped to inform the actions identified in this strategy.

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.

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.

Table 3: Overarching actions

Activity	Organisations involved	Timeframe
Communication & marketing		
<p>1. Develop and implement a communications plan. This plan will have internal and external audiences.</p> <p><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.</p> <p>External audiences – including local residents, industry, tertiary providers, TLA's, elected members, schools, Kura, and local service providers – are kept up to date with the strategy, particularly about opportunities for them to become involved.</p>	<p>BOPTIS, Collaboration Bay of Plenty</p>	<p>Underway in year one, ongoing</p>

<p>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 and/or stronger links with Collaboration Bay of Plenty depending on the amount of information to be provided on the regional labour market.</p>	<p>BOPTIS, Priority One, MBIE, Collaboration Bay of Plenty</p>	<p>Underway in year one, ongoing</p>
<p>Discuss with local councils, economic development agencies, and industries 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.</p> <p>Transition and settlement support and any related issues should also be considered in the development of these plans.</p>	<p>BOPTIS, Priority One, Toi EDA, Destination Rotorua, MBIE, Bay of Connections sectors, industry</p>	<p>An agreement on future actions by the end of 2018</p>
<p>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.</p>	<p>BOPTIS, regional economic development agencies, MBIE, Kiwifruit Inc, regional tourism organisations, key employers, MSD, local Councils</p>	<p>An agreement on future actions by the end of 2018</p>
<p>Research</p>		
<p>Further research will help to better understand our regional and sub-regional labour markets. Potential areas of research over the next three years could include:</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. 2. Developing a better understanding of future industry demand in key supporting employment sectors such as education, health, and construction. 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 	<p>BOPTIS, industry, MBIE, TEC, Priority One, Toi EDA, the University of Waikato, Toi Ohomai, and other tertiary institutes, Bay of Plenty Regional Council, NZTA, Housing New Zealand, local councils, Smart Growth, Bay of Connections sector groups,</p>	<p>Discussion with local tertiary institutions about a research programme for both funded and volunteer (e.g. Masters/PhD students) to be underway by June 2018</p> <p>Research</p>

<p>what it means for training, retaining, and attracting workers in the future.</p> <p>4. Housing and commuting.</p> <p>a. Understanding the local labour markets across the Bay of Plenty, including the evolving intra-region commuting patterns. This could be used to inform, or in an advocacy role for public transport provision, transport links, and the provision of affordable housing. This relates to a number of key local and national initiatives, such as SmartGrowth and Kiwi Build.</p> <p>b. 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>	<p>and organisations with an interest in graduate transitions</p>	<p>ongoing throughout the duration of the strategy</p>
<p>Forecasting:</p> <p>Labour market forecasting can be a useful tool for understanding skills needs of the future, and there are a range of forecasts already available or under development.</p> <p>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. - 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>BOPTIS, Bay of Connections, regional economic development agencies, University of Waikato, other private researchers currently involved in the field (e.g. Market Economics), local Councils, Smart Growth</p>	<p>Ongoing throughout the length of the strategy where appropriate</p>
<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 &</p>	<p>BOPTIS, MBIE, regional economic development agencies, MSD, TEC, Smart Growth, Housing</p>	<p>Key labour market information for the Bay of Plenty to be made available on</p>

<p>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 availability of local labour market information in an easily accessible format by individual decision makers. The opportunities need to be explored further in a three 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 quarterly basis as new statistics become available. 2. Explore with local and national partners the opportunity to develop an appropriately sized 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. 3. Individual decision makers including graduates and employers – helping them find this information in a way that is easy to understand. Through new and existing mechanisms. 	<p>NZ, local Councils</p>	<p>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>
Evaluation		
<p>An appropriate evaluation process needs to be developed during strategy implementation.</p> <p>Feedback during strategy consultation has further recommended discussions with Bay Trust and the Centre for Social Impact²⁸ as part of this process.</p>	<p>BOPTIS, MBIE, Priority One</p>	<p>Underway by the end of 2018</p>

²⁸ <https://www.centreforsocialimpact.org.nz/>

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, and/or 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, both to enable commuting options and to enable wider employment options.
- Ensuring that self-employment is included in the mix of “what’s possible.”
- Higher unemployment rates for Māori and for young people.
- Housing availability and affordability: both for renting and for buying, and the proximity of home to work for sustainable transport options.
- Importance of temporary labour flows into the region, e.g. the Recognised Seasonal Employer (RSE) programme, working holiday makers, and seasonal workers.
- Iwi aspirations and development will increasingly open up a wide range of education and employment opportunities in communities across the Bay of Plenty.
- Older workers: 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 presents opportunities for transition.
- Silver economy²⁹: population aging presents a range of new economic and employment opportunities throughout the region, and also nationally and internationally.
- The need for stronger transitions between education and employment, both from secondary school and from tertiary education into the world of work.
- 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 review³⁰.

The annual average participation rate in the Bay of Plenty for the year to December 2017 was 70.3% (NZ figure 70.7%), and the unemployment rate was an annual average of 5.9% for the same period (NZ figure 4.7%).¹⁵ Local figures will next be available from the 2018 Census.

²⁹ For example: <http://superseniors.msd.govt.nz/finance-planning/paid-work/silver-economy-booming.html>

³⁰ Available at: <http://www.bopti.co.nz/news/university-of-waikato-bop-labour-market-literature-review/>

Table 4: Actions to enable greater meaningful labour market participation

Activity	Organisations involved	By when
Actions at a regional level³¹		
<p>1. Acknowledge the work of existing organisations in this space.</p> <p>Develop a working directory of activities across the Bay and in local communities as a resource for service providers, with the directory to be made available on the Strategy website, possibly in the form of an open wiki.</p> <p>Run an annual forum to share good practice and success across all communities in the Bay of Plenty regional labour market.</p>	<p>BOPTIS, Priority One, MBIE, Ministry of Education, Toi EDA, Citizens Advice Bureau, External website support</p>	<p>Information available online by 30 June 2018</p>
<p>2. Engage with He Mauri Ohoooho and He Rangatahi He Anamata to identify future Māori 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. 	<p>BOPTIS, He Mauri Ohoho, MBIE, TPK, MSD, Ministry of Education, Toi EDA and Career LinkUP, Priority One’s In Step, and other economic development agencies</p>	<p>Information available online by 30 June 2018 and is regularly developed & updated</p>
<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.³² 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>	<p>BOPTIS, MBIE, NZTA, MSD, Ministry of Education, Toi EDA, Eastbay REAP, BayTust, Rotorua Trust, Rotorua Youth Centre</p>	<p>Discussions underway with central government in early 2018</p>

³¹ This table separates activities by their primary level, but acknowledges the significant interlinkages between regional, national, local, and community initiatives in our labour market.

³² http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11903805

<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:</p> <p>a) Monitoring: understanding any risks to the retention and attraction of people to the Bay of Plenty labour market through local affordability issues.</p> <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>BOPTIS, local economic development agencies, local Councils, Smart Growth, Housing New Zealand, MSD</p>	<p>Ongoing throughout the life of the strategy</p>
<p>5. Youth at risk in the labour market/Not in Education, Employment or further Training (NEET)</p> <p>13.5% of youth aged 15 – 24 in the Bay of Plenty region were classed as NEET in the year to December 2017.³³ While not all youth who are NEET are at risk³⁴, 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) Learn from existing Bay of Plenty innovation including Iwi and Māori-led initiatives to inform new approaches of pastoral care for the Bay of Plenty based on need. The experience of Otorohanga³⁵</p>	<p>BOPTIS, MBIE, Bay Brighter Futures, Ministry of Education, TEC, TPK, MSD, MYD, Corrections, local schools, tertiary education providers, local organisations, Churches, 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>

³³ <http://webrear.mbie.govt.nz/theme/neet-rate/map/timeseries/2017/bay-of-plenty?accessedvia=bay-of-plenty&right-transform=absolute>

³⁴ As two potential examples, 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.

³⁵ Small Town, Big Change: https://www.youtube.com/watch?v=ib-raWy_TXI

<p>models a small community approach. The Mayors Taskforce for Jobs has a number of models throughout the country which are a useful resource.</p>		
<p>6. Parents returning to the workforce.</p> <p>Explore additional 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 could include:</p> <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>BOPTIS, TEC, MSD, MBIE, local Chambers of Commerce and economic development agencies, Bay Brighter Futures, and industry</p>	<p>Project underway in quarter 2 2018</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. 	<p>BOPTIS, local Chambers of Commerce and Economic Development Agencies, MSD/Office for Seniors, Volunteer Bay of Plenty, Population Aging Technical Advisory Group</p>	<p>Project underway in quarter 3 2018.</p>
<p>At a local and community level³¹</p>		
<p>1. Use labour market forecasting to help inform local and regional planning processes, especially around urban</p>	<p>BOPTIS, local economic</p>	<p>From 2019 onwards</p>

<p>design, land zoning, and the provision of public transport & related infrastructure.</p>	<p>development agencies, local Councils, Bay of Plenty Regional Council</p>	<p>once research and forecasting work is underway</p>
<p>2. Engage in sustainable transport discussions and any planning opportunities with Bay of Plenty Regional Council to influence changes/improvements to local transport options that would improve accessibility to employment – both permanent and seasonal labour, especially at the peak of the kiwifruit picking season.</p>	<p>BOPTIS, local economic development agencies, MSD, BOPRC, NZTA</p>	<p>Annually throughout the life of the strategy</p>
<p>3. Document existing Bay of Plenty innovation and explore stronger pathways and support for people to make the transition from the education system (secondary and tertiary) to the world of work.</p> <p>This overall approach includes support for existing projects, and any potential for their application in other settings, or scaling up in other parts of the Bay of Plenty.</p>	<p>BOPTIS, MBIE, TEC, Ministry of Education, Work and Income, Philanthropic funders, schools and tertiary education providers, Toi EDA, Iwi and Māori organisations, youth service providers, recruitment agencies and graduate recruitment related organisations</p>	<p>Ongoing throughout the life of the strategy</p>
<p>4. Ongoing discussions with local communities and employers to understand specific local labour market needs. Especially with the groups and strategies identified in section 1.1.</p>	<p>BOPTIS quarterly discussions, MSD, local economic development agencies, local Councils, recruitment agencies, organisations who work with graduates and people in transition</p>	<p>On a regular basis throughout the lifespan of the strategy</p>

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 and educated 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 more productively.

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

- 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 more people are reaching an age where they *may* soon wish to leave the labour force for retirement³⁶ or to reduce their hours of work (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 many opportunities to improve and extend labour market participation, this might exacerbate skill and labour shortages in some industries with a structurally older workforce.
- Immigration has an important role in meeting immediate skill needs, but in the medium to long term we need to make sure that we are also growing our local workforce and promoting the range of opportunities available across the Bay of Plenty.
- More industry 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.
- The need for better information on regional and local skills shortages, and for it to be made more accessible to career decision makers (and their influencers).
- The need for more just in time training, such as micro-credentialing.
- The need for stronger conversations with recruitment agencies and related organisations given their role and experience in skills matching.
- The importance of seasonal labour flows to meeting peak industry demand.
- 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. The need for a multisector taskforce has been suggested.
- 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.
- 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.

³⁶ It is important to note that 65 is the age of eligibility for New Zealand Superannuation, but is not an official retirement age.

Table 5: Actions to enable more effective skills matching

Activity	Organisations involved	Timeframe
Actions at a regional level³¹		
<p>1. Acknowledge the work of existing organisations in this space.</p> <p>Develop a working directory of activities across the Bay and in local communities as a resource for service providers, with the directory to be made available on the Strategy website, possibly in the form of an open wiki.</p> <p>Run an annual forum to share good practice and success across all communities in the Bay of Plenty regional labour market.</p>	<p>BOPTIS, Priority One, Toi EDA, MBIE, Ministry of Education, Citizens Advice Bureau, External Contractor Industry/Employers</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 – including seasonal worker flows for times of peak demand. We need to communicate more effectively 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 Ohomai, 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, and</p>	<p>BOPTIS, INSTEP, Toi EDA including Career LinkUp, Destination Rotorua, Toi Ohomai, TEC, Ministry of Education, recruitment</p>	<p>Underway in early 2018</p>

<p>Pathways is active in Taupo. There's an opportunity to support Rotorua stakeholders to develop their own locally appropriate systems, and to look at how the existing models could be supported even further.</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>agencies, MSD, Bay Better Futures, MYD, organisations involved in graduate recruitment and transitions</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 intangible soft skills such as work readiness and attitude. This could be in the form of existing data, or a survey of employers and key stakeholders if required.</p>	<p>BOPTIS, MBIE, TEC, Ministry of Education, tertiary education providers and the ITO sector, MSD, Corrections, Toi Eda including Career LinkUp and YEP License to Work</p>	<p>Underway in quarter 2 2018</p>
<p>5. The Māori economy and iwi engagement</p> <p>Engage direct with iwi, He Mauri Ohoho, and He Rangatahi He Anamata to discuss future Māori economic aspirations in the region, the potential skills needs of these aspirations, and the identification of skills pathways.</p>	<p>BOPTIS, He Mauro Ohoho, TPK, iwi</p>	<p>Ongoing throughout the life of the strategy</p>
<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). This could lead to a multi sector marketing approach.</p>	<p>BOPTIS, Bay of Connections</p>	<p>Discussions underway in early 2018, with any study to be completed by the end of 2018</p>
<p>7. Migration and immigration</p>	<p>BOPTIS, MBIE,</p>	<p>Ongoing</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 region-wide or sub-regional approaches to migration, investment, and international student attraction based on the Western Bay of Plenty International Strategy³⁷/Regional Partnership Agreement as a potential model.</p> <p>Ensure that temporary flows of workers, both domestic and international, are understood and factored into labour market planning for key sectors – as well as the impact on wider transport and infrastructure needs.</p> <p>Engage with the government on regional policies and skills shortage lists for the Bay of Plenty as appropriate.</p>	<p>Citizens Advice Bureau, Tauranga and Rotorua Migrant Settlement Networks, local economic development agencies, local organisations who work with migrants</p>	<p>throughout the life of the strategy</p>
<p>Actions at a local and community level³¹</p>		
<p>1. Events</p> <p>An enhanced focus on 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 would 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. This is to build on the work that Expo’s have undertaken in recent years of driving a much stronger employer presence, and to support related initiatives such as Tertiary Update and Business Update days. - New events and programmes as needed to support the actions identified in the regional table above, especially relating to graduate employment and transitions. - 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 	<p>BOPTIS, tertiary education providers, employer networks, local careers expos (Tauranga, Rotorua, Eastern Bay, and Taupo), Export BoP, EMA, MSD, Ministry of Education, local economic development agencies, recruitment agencies, organisations working in graduate recruitment</p>	<p>To begin in 2018</p>

³⁷ <http://www.priorityone.co.nz/vdb/document/695>

<p>Attracting Global Talent initiative by Priority One and Export BoP, and the EMA workshop series).</p> <ul style="list-style-type: none"> - Evaluation and monitoring to understand where and how events have the biggest positive impact. 		
<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>	<p>BOPTIS, tertiary education providers, employer associations and regional economic development agencies , Principals' Associations and Communities of Learning</p>	<p>To begin in 2018</p>
<p>3. Demographic changes</p> <p>Develop a better understanding of future skill needs and self-employment from structural population change in local communities, such as the evolvement of the silver economy. Work with local communities and events to promote the opportunities.</p>	<p>BOPTIS, MSD, community organisations with an interest in aging, MBIE, SUPA NZ</p>	<p>To begin in 2018</p>



4.4 A more productive labour market

Once skilled and meaningful participation is enabled, the next labour market challenge is the level of productivity people are able to achieve within our Bay of Plenty 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 lowest rate of labour market productivity growth in the OECD between 1995 and 2014.³⁸ 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:

- Better labour market matching between individuals and their employment may improve overall labour market productivity.
- Infrastructure impacts on our labour market productivity. For instance, access to high speed/reliable broadband has an impact in rural areas and in small communities. Growing traffic congestion in the Western Bay of Plenty has a significant impact on the Port of Tauranga and other industries heavily reliant on transport.
- Healthier homes would improve labour market productivity by reducing absenteeism rates due to illness.
- 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.
- The importance of basic workplace standards and skills, and the availability of short course training for industries with high turnover, such as hospitality.
- The importance of building resilient businesses and organisations given the natural environment of New Zealand.³⁹
- The need to increase the value of what our regional economy produces.
- The need to take a multisector approach to productivity improvements.
- The skills of employers, individual managers, and the organisation of individual workplaces have a key role to play.

³⁸ <https://www.productivity.govt.nz/news/new-zealands-weak-labour-productivity>

³⁹ For example <https://www.resorgs.org.nz/resources/resilience-booklets/>

Table 6: Actions to enable a more productive labour market

Activity	Organisations involved	Timeframe
Actions at a regional level³¹		
<p>1. Acknowledge the work of existing organisations in this space.</p> <p>Develop a working directory of activities across the Bay and in local communities as a resource for service providers, with the directory to be made available on the Strategy website, possibly in the form of an open wiki.</p> <p>Run an annual forum to share good practice and success across all communities in the Bay of Plenty regional labour market.</p>	<p>BOPTIS, Priority One, Toi EDA, MBIE, Ministry of Education, 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 among 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, MPI, NZTE, Regional Business Partner Network, graduate recruitment related organisations</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</p>	<p>BOPTIS, , local economic development agencies, Chambers of Commerce, EMA,</p>	<p>Ongoing throughout the life of the strategy</p>

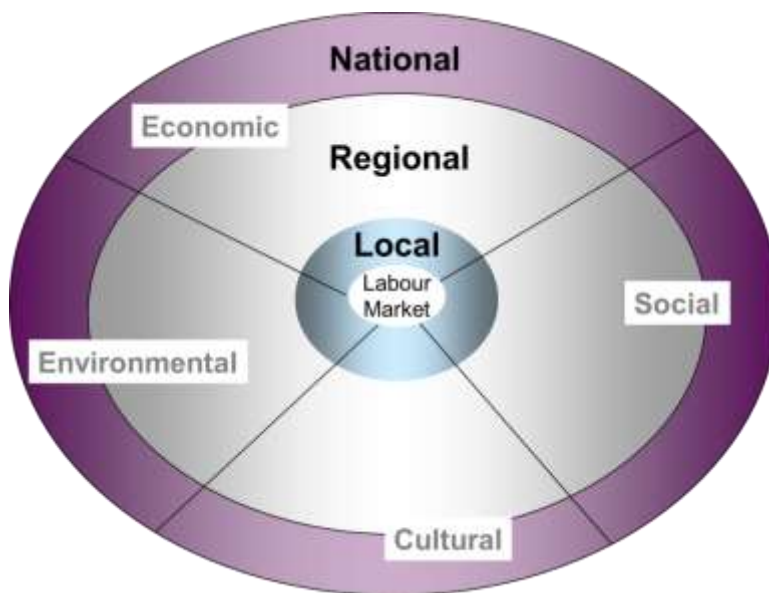
<p>future sector initiatives.</p> <p>Timeliness and availability of seasonal labour flows will have an impact on some sectors, especially horticulture.</p>	<p>MBIE, local Councils</p>	
<p>4. Events and resources</p> <p>Provision of more events with a focus on how technology can improve labour productivity. 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, MBIE,</p>	<p>Underway from Q3 2018</p>
<p>Actions at a local and community level³¹</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>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>BOPTIS, MBIE, regional council, local councils, local economic development agencies, and SmartGrowth</p>	<p>Ongoing throughout the life of the strategy</p>
<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 via improved career pathways. This includes graduates and those who may already be in employment and who wish to be promoted within organisations. Options to provide greater support and resources for school career advisors are also to be explored.</p>	<p>BOPTIS, TEC, local economic development agencies, Ministry of Education</p>	<p>Project discussion underway in Q2 2017</p>

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.

There are strong interrelationships between local, regional, and national labour markets, as illustrated in Figure 3. This strategy operates at a regional level, but recognises the importance of enabling and contributing to local initiatives, especially those which are identified in section 1.1.

Figure 3: A representation of influences on and around the local labour market



Businesses are a key part of their local communities, but also exist as part of wider regional and national sectors, including supporting industries and networks.

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. This includes connecting the plans of communities, councils, and business.

- 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 and graduates that we need them to succeed, and that we will help them into meaningful employment.
- 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.

Table 7: Actions to enable stronger communities, businesses, and local labour markets

Activity	Organisations involved	Timeframe
Actions at a regional level³¹		
<p>1. Acknowledge the work of existing organisations in this space.</p> <p>Develop a working directory of activities across the Bay and in local communities as a resource for service providers, with the directory to be made available on the Strategy website, possibly in the form of an open wiki.</p> <p>Run an annual forum to share good practice and success across all communities in the Bay of Plenty regional labour market.</p>	<p>BOPTIS, Priority One, Toi EDA, MBIE, Ministry of Education, Citizens Advice Bureau, External Contractor</p>	<p>Information available online by 30 June 2018</p>
<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. Seasonal labour flows also have an impact on commuting patterns, especially relating to horticulture.</p>	<p>BOPTIS, MBIE, MSD, local economic development agencies, Bay of Plenty Regional Council, NZTE, local Councils, Iwi.</p>	<p>Underway once research & any implications are known in late 2018</p>
Actions at a local and community level³¹		
<p>1. Explore the use of local labour market modelling in further developing local and regional solutions to areas</p>	<p>BOPTIS, MBIE, Bay of</p>	<p>Underway in quarter 3</p>

<p>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 Māori & youthful populations.</p>	<p>Connections, MSD, Ministry of Education, local economic development agencies, iwi.</p>	<p>2018</p>
<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>	<p>Local Councils, MBIE, Multicultural Tauranga, Multicultural Rotorua, iwi.</p>	<p>Underway in the Western Bay in 2018. Explore options for Rotorua in 2019</p>
<p>3. Information and aspiration</p> <p>Develop stronger links between employers and their local 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>	<p>Local careers expos, Chambers of Commerce, economic development agencies, Bay of Connections industry groups, EMA , iwi</p>	<p>Ongoing & underway in early 2018</p>

