

Feasibility Study for a Career LinkUp programme in Eastern Bay of Plenty

Nā tō rourou, nā taku rourou ka ora ai te iwi

With your food basket and my food basket the people will thrive

Report prepared for Toi EDA, the Eastern Bay of Plenty Economic Development Agency



Toi EDA thanks the Todd Foundation for supporting this study through our Youth to Employment Partnership

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Disclaimer

The writer has no formal association with any of the businesses, colleges or other agencies interviewed for this report

Executive Summary

Toi EDA is the Eastern Bay of Plenty Economic Development Agency. It commissioned this report to establish the extent of interest in the Eastern Bay of Plenty in the development of an initiative to help connect schools, business and industry, government agencies, iwi organisations and the tertiary sector in a way that would support students to make wise career choices. The initiative would help ensure that rangatahi / young people learn the competencies for employment, and are familiar with existing and emerging workforce and enterprise opportunities in their own, and surrounding, communities. Within the context of sub regional economic growth and a looming workforce shortage nationally, the relatively youthful Eastern Bay of Plenty population is a vital asset. However current statistics indicate relatively poor education and employment outcomes.

In-depth interviews with local secondary schools, business interests, local government, iwi and business agencies indicated strong support from all sectors to develop a Career LinkUp programme (interim name) in the Eastern Bay of Plenty. The initiative this would draw ideas from a model that has been running successfully in the Western Bay of Plenty for eleven years under the auspices of Priority One, the Tauranga/Western of Plenty Economic Development Agency and develop these within the Eastern Bay of Plenty context.

Introduction and purpose of feasibility study

Since 2014 Toi EDA has been actively supporting an innovative locally-led approach to workforce development. The initial impetus was forward planning to date for job opportunities emerging in the aquaculture, marine and construction industries; this has caught the attention of kiwifruit leaders who signalled their interest, and subsequently other industry leaders have joined the effort.

The collective focus is on:

- improving alignment of education and training for industry;
- identifying and addressing barriers to participation in education, training and the workforce; and
- supporting the introduction of new, effective initiatives where gaps are evident.

Recent cross-sector conversations have consistently raised issues around engaging rangatahi/young people in local industries. Around six hundred young people leave school across the Eastern Bay of Plenty each year, so if barriers to their considering employment locally can be removed, there's enormous potential for sub regional industries, and for the young people themselves.

Barriers and concerns commonly mentioned are:

- lack of awareness by communities including young people, their whānau, and colleges about the wide range of jobs and career pathways available through sub regional industries;
- rangatahi/youth not being perceived as ready for work;
- some employers not being perceived as 'youth friendly';
- available education and training programmes not delivering relevant curricula for current and emerging careers, especially those in the sub region and wider Bay of Plenty region;
- very few systematic 'school to employment' pathways being available, ranging from opportunities to learn about careers by engagement with industries, right through to cadetships and apprenticeships.

Similar issues faced Western Bay of Plenty over a decade ago, as industry expansion started to accelerate rapidly. The model established by the Tauranga Economic Development Agency, Priority One, is called INSTEP (Industry and Skills Training Enterprise Partnership); it is a popular, well-utilised programme, demonstrating the potential for a sustainable system with cross-sector leadership. The current study was commissioned by Toi EDA, with support of the Todd Foundation, to explore the feasibility of establishing a similar Eastern Bay of Plenty-led initiative that would promote understanding of local industry demands and opportunities, and where there is an interest, nurture the skillsets of secondary school students to enable them to take advantage of these opportunities.

The aims of the initiative would be:

- to help students, schools, iwi and industry connect more with each other;
- to increase rangatahi, whānau and community knowledge about the range of job opportunities in the Eastern Bay of Plenty;
- to increase understanding of the secondary and post-secondary skills required to take advantage of those job opportunities;
- to support current businesses as well as attracting further high-growth, knowledge-intensive businesses requiring those skillsets.

The study notes the economic aspirations and emerging workforce needs of iwi and other Māori entities which, as settlements progress, will expand exponentially over coming years.

Our approach

In preparation for this report we¹ engaged with Eastern Bay of Plenty schools, iwi corporate/business leaders, business representatives from key industry sectors, as well as local authorities and tertiary education providers. We sought levels of interest and support for the development of a new initiative in the Eastern Bay of Plenty to develop programmes, events, and activities that would help students develop the essential transferable skills needed to meet the particular demands of today's global workforce.

Our proposition was that a successful set of programmes would support students to:

- make informed choices that meet the skill demands of key industries and iwi economic development plans;
- access career pathways within the Eastern Bay of Plenty and wider Bay of Plenty;
- gain transferable skills to enable career success;

These benefits in turn would:

- improve social and economic wellbeing of whānau and community;
- assist with enabling iwi aspirations for economic development; and
- contribute to a growing and sustainable sub regional economy able to compete on a national and global scale.

¹ Toi EDA's Workforce Development Project Manager **Barbara MacLennan** worked closely with the writer.

Background information

What is the Priority One INSTEP Programme?

Priority One's most critical economic development role is the growth, attraction and retention of skilled, talented and creative people. Its success in achieving this is measured by the region's ability to expand and attract high-growth, knowledge-intensive businesses as a consequence of those skill-sets. The INSTEP Programme developed by Priority One is a unique partnership between the eleven secondary schools across the Western Bay of Plenty and the region's business community. INSTEP empowers students to make informed career choices that ultimately will fuel sustainable economic growth in the region.

Leadership, collaboration and innovation are the key skills required to meet the demands of today's workforce. INSTEP, under the guidance of a steering group comprising the region's key industry sectors and education experts, is continually developing the programme in order to provide a range of opportunities to engage students with local business leaders.

The INSTEP programme includes:

- *The Young Innovators Award* - a commitment by Priority One and its business partners to support creating tomorrow's young innovators.
- *The Young Leaders' Forum* - connects students leaders with civic and community leaders to ensure there is a youth voice on key decisions facing the region and Tauranga city.
- *The Maori Education Plan* - guided by local iwi, it provides a cultural framework to support the future aspirations of Māori students and iwi.

Priority One recognises that investing in its young people is essential to build a strong, sustainable economy in the Western Bay of Plenty. INSTEP plays a key role in bringing the wider community together to support and develop local youth, providing knowledge, networks and pathways needed for success, for the benefit of individuals and ultimately for the region.

INSTEP's key partners are:

- The eleven secondary schools in the Western Bay of Plenty
- Bay of Plenty Education Trust
- Bay Trust
- Lion Foundation
- Tauranga Energy Consumer Trust
- New Zealand Lotteries Grants Board

Statistics and other evidence

Eastern Bay of Plenty Labour Market Report October 2016

The recent report prepared by Martin, Jenkins and Associates for Toi EDA provides strong evidence to support strengthening student engagement in making wise career choices early on in their education, and decisions that support a commitment to learning through lifting aspirations and developing a strong sense of students' personal pride in their own achievements.

The report details each of the sub regions in the Eastern Bay of Plenty. The following summary shows the extent of disengagement from school and the workforce. There is the potential to do much better by initiating new interventions.

According to the most recent official statistics on youth unemployment from the 2015 Regional Economic Report by MBIE, and 2016 data from MSD as quoted in the Eastern Bay of Plenty Labour Market Update by Martin, Jenkins and Associates, unemployment in the Eastern Bay of Plenty was almost 13 percent, well above the national figure of 7 percent. Unemployment rates in the 15-29 age group were especially high. 35 percent of 15-19 year olds in the labour force was unemployed, while 26 percent of the 20-24 age group was unemployed.

Young people on a benefit, Eastern Bay of Plenty - September 2016

Age in years	Jobseeker	Supported Living	Sole Parent support	Other benefit	Total
16	0	1	0	0	1
17	1	3	0	0	4
18	50	13	0	3	66
19	88	6	15	7	116
20	79	11	25	9	124
TOTAL	218	34	40	19	311

Source: MSD

In September 2016 there were 311 youth receiving benefits and a further 430 engaged in youth services. Of the beneficiaries, 83 percent have less than the NCEA Level 2 qualification, and 74 percent are Maori.

Of the 311 young people currently receiving benefit assistance:

- 153 are recorded as having no formal qualifications
- 25 have insufficient credits to achieve NCEA Level 1
- 33 have NCEA Level 1
- 48 have NCEA Level 2

This represents 259 young people, or 83% of the group. The remainder have a mix of higher qualification (from NCEA Level 3 to trade qualifications and university degrees).

Disengagement from education for a significant number of young people in the Eastern Bay of Plenty reflects secondary school principals' feedback that they would greatly appreciate support to lift the aspirations of their students to see that they can build a better life for themselves, and can build a plan through their education pathway to achieve this.

Ministry of Education - Education Counts

The Ministry of Education's Better Public Service Target of getting 85% of all students to achieve NCEA Level 2 by the age of 18 reflects industry's standard of a minimum qualification required for skilled work and to engage in further education. In the sub regions, student rates of achieving NCEA Level 2 are:

- Opotiki 57.7%
- Whakatane 69.4%
- Kawerau 58.8%

Ministry of Education's Education Counts - 2015

These achievement rates are significantly below the national figure of 79.1%.

The Ministry of Education's 'Education Counts' research into course completion at a tertiary level indicates a significant drop-out rate. Around 20% of students going into tertiary education leave after their first year, on average 4,854 students per year. Education Counts 2013 report *Completion of Tertiary Education* revealed that 57% of New Zealand students completed their bachelor level and above qualification compared to 80% for Australia, and 70% for the Organisation for Economic Co-operation Development (OECD) as a whole. While there are many reasons why a student might not complete a qualification, anecdotal evidence suggests that a number of students enter tertiary education without a clear idea of a career pathway and a consequent commitment to their study. Increased support for students to explore and experience career pathways while still at school can lead to students making wise decisions about their future career options.

A compelling case

Support for students, parents, whanau and the colleges to better engage students through lifting aspirations by providing a range of work-life experiences seem critical, when unemployment rates in the Eastern Bay of Plenty are considered together with below-average NCEA Level 2 achievement, and the nationwide trends with respect to tertiary qualification completion. In their research into why students continue with the sciences into tertiary study, Hipkins and Bolstad (*Staying in Science - Students' participation in secondary education and on transition to tertiary studies, 2005*) acknowledge that "to compete effectively with other options, science courses need to be interesting and relevant to real life, and the actual worlds of scientists with their diverse careers" (p 40). This is applicable to all students and all courses, including for students in technology, hospitality, the arts, information technology and the trades. Helping students to explore the real life opportunities in a range of work environments would in turn support them to engage and make wise decisions as to their future career pathways.

An Eastern Bay of Plenty Career LinkUp programme (interim name for the purposes of this report) similar to the Western Bay of Plenty's INSTEP programme could support the Workforce Strategy to grow more youth-ready employers and work-ready rangatahi/young people. Through creation of programmes similar to those in INSTEP, and through the development of new programmes meeting the particular Eastern Bay of Plenty context, Career LinkUp could support student pathways into existing and emerging industries in the Eastern Bay of Plenty. Through participation in this feasibility study, Eastern Bay of Plenty industries have shown a strong interest in building closer links with secondary schools, and in developing programmes with them that encourage innovation, skills that look for continual improvement and development, and in developing a supportive and collaborative work culture.

Potential for complementing existing strategies

Regional Growth Strategies

Regional Economic Action Plans are a key factor in developing the Eastern Bay of Plenty region. To grow each of the Eastern Bay of Plenty communities requires everyone to work together. This has already been demonstrated through the Bay of Connections work, where education has been able to link with a number of the work-streams arising from economic development planning. At the same time, there is a lot more that can be done to ensure that secondary schools are linked in with the region's economic strategies, and are supported to build strong links with industry, business and iwi. This would help ensure growth of the regional economy and enhancement of community social structures, through participation in and engagement with the main economic drivers of the region.

Toi Moana Economic Development Strategies

The Toi Moana Bay of Plenty Regional Growth Study (RGS) Action Plan was developed in June 2015, identifying nine key areas of focus for development. These areas include: agribusiness, aquaculture, education and skills, forestry and wood processing, geothermal, horticulture, Māori land utilisation, visitor economy and water management. The Bay of Connections Model has central government agencies (NZTE, MBIE, MPI) working alongside a governance/management group that includes Priority One, Grow Rotorua, Toi EDA, Enterprise Great Lake Taupō and the Bay of Plenty Regional Council.

At the Bay of Connections Forum in Whakatane in November 2016, Hon Stephen Joyce expressed disappointment that none of the local secondary schools were represented at the forum. He stated the importance and urgency of having schools connected with regional growth strategies, and the alignment of school programmes to meet future employment and skills needs in the region, to support present and future growth.

Māori Economic Development Strategy - He Mauri Ohooho - Supporting the Bay of Connections Economic Strategy in partnership with Te Puni Kōkiri

The priority areas for He Mauri Ohooho are Leadership and Governance, Asset Utilisation, Networks, Capital and Investment, High Value Business Growth, and Education and Skills. Under the Māori Land Utilisation Action Plan, supporting Māori Youth to develop skills, expand capability and gain employment is one of the nine top priorities. There is an opportunity to support the work being done by iwi in forging strong links with secondary schools, to develop leadership potential and to align vocational pathways with the economic aspirations of Iwi and other Māori Trusts.

Bay of Plenty Tertiary Intentions Strategy

The Bay of Plenty Tertiary Intentions Strategy was developed following consultation with communities across the Bay of Plenty and Taupō in 2014. It provides a collective vision, strategy and desired actions for post-secondary education and research delivery in the wider region, which is closely aligned with local industry and community aspirations.

Key objectives of the Tertiary Intentions Strategy include re-engaging our youth in education so that they know where it can lead them, not just in terms of jobs, but in terms of improvement of the health and wellbeing of their whānau and communities. The Tertiary Intentions Strategy is focused

on ensuring relevant training opportunities and career pathways in the region, and promoting transferable skills appropriate for multiple companies, industries and sectors.

The Bay of Plenty Tertiary Intentions Strategy group supports the development of a Career LinkUp programme in the Eastern Bay of Plenty, recognising that it would help schools and industry to achieve the objectives of the Strategy.

Iwi and iwi-based organisation strategies and plans

Each of the Iwi and Māori organisations we engaged with (Ngāti Awa Group Holdings Ltd, Ngai Tūhoe, Tūwharetoa Settlement Trust, Māori Investments Ltd, Pūtauaki Trust, Te Pou Oranga ō Whakatōhea, Te Rūnanga ō Ngāti Whare, Te Rūnanga ō Ngāti Whare, Te Mana ō Ngāti Rangitīhi Trust, Te Rūnanga ō Ngāti Manawa²) have strategic plans, including economic and education plans, and for some, well-articulated workforce strategies. There was strong support from iwi and related organisations to support the Career LinkUp proposal as a way of fostering rangatahi making wise decisions on their future career pathways and encouraging them to engage with the opportunities offered through iwi economic development strategies.

Wide participation in the study

Strong Cross Sector Support

During February-May 2017, seventeen business leaders and agencies, all six secondary schools, four tertiary education institutions and eleven iwi and Māori organisations were approached to gauge their support for establishing a Career LinkUp programme in the Eastern Bay of Plenty.

Leaders from organisations listed below participated in interviews toward this study:

Secondary schools

Edgecumbe College
Murupara Area School
Ōpōtiki College
Tarawera High School
Trident High School
Whakatane High School

Business/Industry

Chamber of Commerce
Connexis Eastern Bay of Plenty
Eastpack
Extreme Boats
Waiotahi Contractors
DPS Haulage
NZ Manuka
Ōpōtiki Packing and Cool Storage (OPAC)

² Noted that we have also sought conversations with Te Rūnanga o Te Whānau a Apanui, and Ngai Tai but these have not yet taken place.

Sequal Lumber Ltd Partnership
White Island Tours
SLH Contracting
Eastern Bay Energy Trust

Toi EDA

Chamber of Commerce

Iwi and Māori organisations

Maori Investments Ltd-Kawerau
Ngāti Awa Group Holdings Ltd
Te Runanga o Ngāti Manawa
Pūtauaki Trust
Te Mana o Ngāti Rangitahi Trust
Te Rūnanga o Ngāti Whare
Ngai Tūhoe
Te Pou Oranga o Whakatōhea
Tūwharetoa Trust - Kawerau

Tertiary providers

Te Wānanga o Aotearoa
Te Whare Wānanga o Awanuiārangi
Toi Ohomai
University of Waikato

Community Education/Youth Development

Eastbay REAP
Wera Aotearoa Charitable Trust (WACT)

Ministry of Education

Bay of Plenty - Wairiki Region

Priority One INSTEP

Summary of outcomes

There was overwhelming support for developing a programme that would support secondary schools and businesses/industry in building stronger links, in order to ensure students are developing the skills and attitudes that industries require.

Business/Industry

There was considerable enthusiasm from the industry sector for building partnerships with secondary schools to introduce students into the different industries, giving students the opportunity to explore the range of career possibilities within particular sectors and gain the pre-requisite entry skills.

Timber processing, logging haulage, aluminium boat building, kiwifruit, apiculture, tourism, electrical and civil engineering industries in the Eastern Bay of Plenty expressed a willingness to support the development of programmes with secondary schools, University of Waikato, Toi Ohomai and the Wananga o Aotearoa.

These ideas and themes emerged from interviews with industry personnel:

- the difficulty in building links with secondary schools;
- getting the right students applying for prospective jobs in their industries;
- the challenge of breaking down negative perceptions students may have of particular industries;
- the limited knowledge students have about the wide range of potential careers in regional industries;
- a willingness to enter into partnerships with secondary schools to support the school curriculum, investigate vocational pathways, and build shared programmes with the schools that introduce students to particular industries;
- a willingness to work with secondary schools to help develop the appropriate attitudes toward industry and manufacturing, especially with respect to innovation, collaboration and leadership;
- a willingness to financially support shared programmes with secondary schools and to explore the possibility of cadetships or internships with the schools;
- the need to link jobs that are actually available back to the secondary schools; the need for schools not to focus on training students for jobs that are not available unless the students are prepared to leave the region;
- Careers Advisers in secondary schools need to engage more with local industry and business to better understand their needs; and
- the keen desire to showcase to parents and students career opportunities in the Eastern Bay of Plenty.

Eastern Bay of Plenty Chamber of Commerce

The Eastern Bay of Plenty Chamber of Commerce is keen to support an Eastern Bay of Plenty Career LinkUp programme, seeing it as a natural fit with the work it does with schools and businesses - it already operates the Young Enterprise Scheme and the Sir Peter Blake Leadership programme with

the local secondary schools, and there are over 270 business members throughout the Eastern Bay of Plenty. It has a relationship with some of the schools' Gateway Coordinators. The Chamber would be supportive of bringing the Auckland Comet's employability skills programme into the Eastern Bay of Plenty schools³. The Chamber has some experience of working with one of the secondary schools in helping students bring a business context to their studies, and this could be expanded. There is an opportunity for the Chamber of Commerce to work with the Career LinkUp programme coordinator to jointly run specific programmes and to help find the appropriate resource as is required.

Secondary schools

The secondary schools are equally keen for these connections to happen, and to have support to develop programmes that are easily accessible for students from each sub region across the Eastern Bay of Plenty.

Secondary schools would appreciate support for the following:

- engaging with local industries and businesses;
- accessing opportunities in the wider Bay of Plenty such as the Young Innovators Award, Cultivate Your Career⁴, Career Expo (Western Bay of Plenty @ Work), student leadership programmes, Young Engineers Programme, Health Careers, tertiary education programmes;
- lifting the aspirations of students so they can better appreciate the opportunities available to them to improve their lives, thus encouraging them to better engage in their learning at school, develop improved understanding and self-belief;
- working with industries to support greater contextualisation of their programmes, in order to engage students in relevant and real life applications for their learning;
- engaging with iwi and tuning into their economic aspirations, and seeing how these fit alongside secondary school learning programmes;
- understanding the broader economic strategies for the region, and the significance of these strategies with respect to the development of school programmes of learning;
- connecting with other Eastern Bay of Plenty principals to build a shared vision of supporting all Eastern Bay of Plenty students to build successful lives for themselves;
- setting up enterprises in schools which encourage student innovation, entrepreneurship, leadership and collaboration;
- developing the skillsets that employers want;
- seeing local industries, councils and economic agencies working together to support secondary schools;
- developing a 'four-town focus' for Kawerau, Edgecumbe, Whakatane and Ōpōtiki, where these communities work together to support secondary schools and local industries in their endeavours to help students into worthwhile career pathways.

³ Note that Toi EDA, with support from the Todd Foundation, partnered with COMET to bring License to Work Facilitator Training to the Eastern BoP in April 2017; a number of Colleges are planning to trial the programme in 2017.

⁴ Note that in response to this information, Toi EDA, with support from the Todd Foundation, supported a demonstration initiative in March 2017, to organise Eastern Bay of Plenty students and teachers to participate in the 'Cultivate Your Career' Day in Te Puke - see Appendix 1.

Iwi and other Māori organisations

A range of iwi and Māori social, education and economic investment organisations were approached in writing this report including Māori Investments Ltd, Pūtauaki Trust, Tūwharetoa Trust, Wera Aotearoa Charitable Trust (WACT), Te Pou Oranga ō Whakatōhea, Te Mana ō Ngāti Rangitahi, Te Rūnanga ō Ngāti Whare and Ngāti Manawa.

The Career LinkUp concept was strongly endorsed by all. The support from a Career LinkUp co-ordinator was seen as a way to enhance relationships between secondary schools and business interests, and to support their own initiatives identified through consultation with their whānau and rangatahi.

A range of suggestions was put forward by these organisations, including: developing scholarships; supporting school programmes; working with secondary schools to develop new programmes; working with industry/ industry organisations/secondary schools to develop skills relevant to iwi economic developments; and supporting parents and whānau to guide and mentor their children toward wise career pathway decisions.

Ngāti Awa Group Holdings Limited, Chief Executive Officer, Geoff Hamilton expressed his support for a proposed Eastern Bay of Plenty Career LinkUp initiative as an example of how a corporate investment company could collaborate with Career LinkUp. With significant dry stock and dairy farm holdings, there is the potential to offer cadetships and farming experience for students. In the past, Ngāti Awa Group Holdings had offered cadetships to students but ended it as a result of apparently being frustrated by the limited appreciation students had of what was involved in a farming lifestyle and the commitment required. Working with secondary schools to build a pathway that might introduce students to farming through the school Gateway programme and encouraging students to completing a diploma course prior to taking on a cadetship, could result in better outcomes for the students concerned as well as Ngāti Awa's farm management. Ngāti Awa Group Holdings is keen to support the secondary schools, and can see an opportunity to showcase agricultural careers for students.

Tertiary providers

University of Waikato

The University of Waikato is keen to connect with an Eastern Bay of Plenty Career LinkUp programme to strengthen connections with the economic development strategy for the region and to link schools with programmes that would support that strategy such as their Civil Engineering, Agribusiness, Horticulture and Earth Sciences degree programmes and Marine Science Research. The new Tauranga campus due to open in 2019 offers the opportunity for Eastern Bay of Plenty students to attend university closer to home and to remain connected to their whānau/family, as well as finding work related to their studies within the region.

The University of Waikato is seeking to integrate all its degrees with practical work experience in related industry, manufacturing and business centres. The University is also introducing an 'Employability Plus Scheme' where students will gain endorsements to their degrees after working as volunteers for a set number of hours in outside organisations. The University of Waikato is

introducing this scheme to support students being more 'work-ready' on completion of their degrees and leaving the university environment.

Working through the proposed Career LinkUp programme, the university could see an opportunity for students continuing through university with links formed with industry, business or other organisations established while still at secondary school.

The University of Waikato is keen to be part of a Career LinkUp initiative that builds programmes supporting students to make wise career pathway decisions while still at school, and that will lead on to tertiary qualifications.

Te Whare Wānanga ā Awanuiārangi

Te Whare Wānanga ā Awanuiārangi would be supportive of a Career LinkUp programme in Whakatāne, seeing this as an important step to link schools, industry and iwi. The CE of Awanuiārangi sees it as a means of assisting young Māori boys in particular to develop their aspirations and have a better understanding of vocational pathways. 49% of Tūhoe males leave school with NCEA Level 1 or less, which is not a sufficient level of attainment to enter the skilled workforce.

Awanuiārangi focused on the following ideas:

- Support needs to be given to get all the parties working together to identify what the region's priorities are: schools, Toi EDA, Chamber of Commerce, iwi, industry leaders.
- The tertiary sector is trying to respond to industry needs by helping students become employable.
- Linking with iwi is a crucial task for Te Whare Wānanga ā Awanuiārangi.
- Students who have successfully acquired Te Reo Māori need to be supported to use this success to build confidence in other areas.
- It would welcome getting assistance for supporting students into tertiary education at any suitable institution.
- Each player needs to be able to understand how they fit into the bigger picture, and work needs to be done to build that bigger picture for the Eastern Bay of Plenty.
- Industry needs support from councils, employment agencies, schools and iwi.
- Having a good Career LinkUp facilitator / co-ordinator would help to bring people together: iwi, business, schools.

Awanuiārangi would offer whatever support it could by leveraging off initiatives/actions it is already undertaking, for example building iwi links. It would be possible to use 0.2 Full Time Equivalent (FTE) staffing to assist with funding a co-ordinator, through aligning the work with its own business.

Te Wānanga ō Aotearoa

Te Wānanga ō Aotearoa is currently working with a few of the schools in the Eastern Bay of Plenty. Te Wānanga has the Alternative Education contract for Tarawera High School and Trident High School; it runs a homework club at Tarawera High School, and is working in a secondary-tertiary partnership role with the Trident High School Academy. Te Wānanga ō Aotearoa has had initial talks with Ōpōtiki College to investigate establishing a partnership in the future.

Te Wānanga ō Aotearoa is very interested in working with a Career LinkUp co-ordinator in the Eastern Bay of Plenty to forge closer links and partnerships with the schools, businesses and industry. Presently Te Wānanga ō Aotearoa has 200 contract mentoring places from the Ministry of Education, and it is exploring programmes and partnerships with the schools to use these positions and developing programmes for next year. There is the willingness and potential to build partnerships with Te Wānanga ō Aotearoa, schools, businesses and industry to support student career pathways and help students develop the skills that employers seek.

Toi Ohomai

The new Chief Executive of Toi Ohomai, Dr Leon Fourie, is very supportive of an Eastern Bay of Plenty Career LinkUp programme, and keen for his staff to work closely with such a programme, as is the case currently with Western Bay of Plenty INSTEP. Dr Fourie is keen to see the creation of an Eastern Bay of Plenty regional programme that meets the needs of the present and future economic strategies of the region.

Community Education

Eastbay REAP

Eastbay REAP is a long established, well organised community education organisation that has worked successfully across many communities and small groups throughout the Eastern Bay of Plenty for many years. REAP delivers broad education programmes from early childhood to adult education, providing programmes for 700-800 foundation learners, Adult Community Education, community groups, government agencies and schools. It has a mandate to support schools and community organisations to ensure young people have the necessary foundation skills to enter employment or continue on to higher qualifications. REAP recognises the need to link businesses with local communities, and to ensure that there is a community voice.

REAP is recognised for its successful work in Eastern Bay of Plenty communities and has a very sound knowledge and appreciation of the diversity within them. Working closely with the Eastern Bay of Plenty Career LinkUp coordinator, Eastbay REAP could find considerable synergy in further work to support schools and industry in the region. A good example of this is the opportunity that arose in the interviews to assist one industry to make contact with REAP, to help address its need to bring potential employees up to a reasonable level of competency in literacy and numeracy.

Ministry of Education

The Ministry of Education is keen to support an Eastern Bay of Plenty Career LinkUp programme similar to Western Bay of Plenty's INSTEP. Supporting closer links between the schools, industry, regional growth plans and economic growth agencies fits with the Ministry's Youth Guarantee initiative that supports students understanding their vocational pathways leading to skilled work or further education. The focus of the Ministry's Achievement, Retention and Transition (ART) initiative and supporting Vocational Pathways is to promote in secondary schools the importance of all students achieving the National Certificate of Educational Achievement (NCEA) Level 2 as the important step enabling students to manage skilled work or move on to further education. Programmes supporting schools to achieve this goal by building a wider range of learning/teaching

programmes, and programmes that develop real life contexts for learning through links with industry and business, would both complement the Ministry of Education's work with schools to develop new/enhanced programmes that better engage students in learning, leading to greater success at school.

Establishing Career LinkUp - how it could work

An umbrella organisation

The Western Bay of Plenty INSTEP programme was established in 2003 by Priority One, The Economic Development Agency for the Western Bay of Plenty. INSTEP sits well under Priority One as it supports the regional growth focus and ensures that the secondary schools are well informed about growth strategies, new industries and developments; it supports INSTEP with the many programmes it organises for schools throughout the year.

Toi EDA is the Eastern Bay of Plenty Economic Development Agency supported by the Ōpōtiki, Whakātane and Kawerau District Councils and Bay of Plenty Regional Council to facilitate economic growth in the Eastern Bay of Plenty. Toi EDA connects with developments across the whole region and has a strong relationship with Bay of Connections, and various sector strategies. Having a role in the Eastern Bay of Plenty equivalent to the Western Bay's Priority One, Toi EDA is the natural umbrella organisation for the proposed Eastern Bay of Plenty Career LinkUp programme.

Toi EDA could take a leadership role in being the host for this programme, helping to create fresh opportunities for rangatahi/young people. As the economic development agency, Toi EDA would work across sectors to ensure that there is a better match between the existing and growing Eastern Bay of Plenty workforce requirements, and young people's opportunities to understand, engage with and prepare for these opportunities.

Toi EDA recently has been restructured, with new appointments in positions of the Board Chair, board members and management. It is in a strong position to take the Eastern Bay of Plenty Career LinkUp initiative and work with iwi, secondary schools, industry and businesses, and the tertiary sector including Private Training Establishments (PTEs) to develop strong links that support the economic growth of the region.

Toi EDA has a four year partnership with the Todd Foundation in 'Youth to Employment', and has relationships with a number of other government and philanthropic funders that support efforts to develop the workforce. Todd Foundation resources have enabled the preparation of this feasibility study.

As long as there is commitment by interested parties to devote some resources for the coming three years, Toi EDA is in a good position to approach other organisations and charitable trusts for matching funding for the proposed Eastern Bay of Plenty Career LinkUp programme.

An Eastern Bay of Plenty Career LinkUp Establishment Board (appointed for twelve months to oversee establishment and selecting a Co-ordinator who would then help facilitate processes for an ongoing Board during Year Two)

Possible appointees:

- 2 Toi EDA Directors
- Toi EDA Project Manager, Workforce Development and Pathways to Work
- Secondary principal
- Tertiary partnership representative
- TWoA representative (not part of the partnership as yet)
- Iwi representatives
- Industry representatives
- Education consultant

(Note that Western Bay of Plenty's INSTEP has a Board that includes representation from the range of Vocational Pathways, Priority One, secondary schools, iwi representatives, tertiary education organisations and Private Training Establishments).

During the first year, ongoing governance arrangements would be fine-tuned, and a permanent board could be appointed by Toi EDA (as instigators of this initiative) from a range of important industries in the region that have indicated interest in this programme. Potential industry representatives could come from:

Construction and Infrastructure, eg

- Engineering and Construction (eg Extreme Boats or Surtees Boats)
- Roading and Construction (Connexis Representative)

Manufacturing and Technology, eg

- Wood Manufacturing (Sequal Industries)
- Information Technology (IT)

Primary Industries, eg

- Horticulture (Opac/Eastpack)

Service Industries, eg

- Tourism (White Island Tours)
- Maori Business

Social and Community Services, eg

- Health

Creative Industries

Plus:

- Iwi
- Secondary schools (secondary principals to suggest a representative)
- Tertiary (University of Waikato - Schools Liaison person)
- Tertiary (Toi Ohomai)
- Tertiary (Awanuiārangi)
- Te Wānanga ō Aotearoa

- Toi EDA
- PTE Representative

Physical Location

A firm physical base for the co-ordinator would be important, with collegial support and management oversight/mentoring. An ideal option would be to locate the person with the Toi EDA team at the Bay of Plenty Regional Council's Quay Street building, where strong connections to local government and regional economic strategies abound. This location would also enable ready access to Eastern Bay of Plenty Chamber of Commerce and Eastbay REAP, and is relatively accessible for the whole sub region.

Person Description - The Coordinator

The coordinator will need to be a person who:

- is a self-starter
- can work independently
- is passionate about rangatahi and young people succeeding
- has experience or a good understanding of secondary schools, their achievement assessment processes, curriculum development and of the vocational pathways
- has a good understanding/experience of Eastern Bay of Plenty industries, and regional economic development strategies
- has, or is able to build significant relationships among industries, iwi economic strategies, businesses, local councils and economic development agencies and schools
- can gain the confidence of key people across all of the sectors above
- is capable of developing and implementing plans to support the goals of the sectors above and providing clear, succinct and timely reporting to the host organisation and participants in the programme
- is able to develop, manage and account for budgets, and attract resources to the programme from a wide range of organisations
- is a good project manager

Resourcing

(i) Proposed annual budget for core costs, excluding project costs (GST excl):

• Co-ordinator Contract	\$ 85,000
• Administrator (\$20/hour x 16 hours per week)	\$ 16,640
• Information Technology	\$ 4,000
• Travel (approx 6,000km @72c/km)	\$ 4,320
• Office set up and related costs	\$ 5,000
• Sundry items	\$ 1,000

Total budget estimate \$ 115,960

(ii) Proposed annual funding sources for core costs 2017-2019 (GST excl)

Contribution from six schools:	Trident High School	\$ 4,000
(roll-related)	Whakatāne High School	\$ 4,000

Tarawera High School	\$ 2,500
Edgecumbe College	\$ 2,500
Ōpōtiki College	\$ 2,500
Murupara Area School	\$ 2,500

Schools' subtotal	\$ 18,000
Toi EDA ⁵	\$ 18,000
Bay of Plenty Education Trust	\$ 20,000
Government/BoP Growth Strategy	\$ 30,000
Todd Foundation	\$ 20,000
Other	\$ 10,000
Total	\$ 116,000

(iii) Proposed annual Project Budget for 2017-2019 **\$ 75,000**

(see below for initiatives)

It is anticipated that the Project Budget would be sourced from parties including:

- Government agencies
- Iwi/Māori organisations
- Industry
- Tertiary Education
- Philanthropic Trusts, including BayTrust

Note: INSTEP Western Bay of Plenty has received significant funding over many years from major trusts such as:

- The Bay of Plenty Education Trust
- BayTrust
- Lion Foundation
- New Zealand Lotteries Grants Board

The purpose and function of the proposed Eastern Bay of Plenty Career LinkUp Programme meets the criteria for funding support from these trusts, and there is a high chance of success for funding applications for this project.

Establishment phase projects

Toi EDA has already secured some resourcing from the Todd Foundation to support relevant projects in the current and coming years. Further resources are required.

Initial projects

1. In exploring the feasibility of the Eastern Bay of Plenty Career LinkUp Programme, arrangements were made to bus fifty students and teachers from the Eastern Bay of Plenty to the 'Cultivate Your Career' day on 29 March in Te Puke, organised by INSTEP and the New Zealand Kiwi Fruit Growers Institute (NZKGI). *[Already accomplished]*

⁵ Note that Toi Eda also acts as the host organisation and provides support

2. The Youth Employability Programme License to Work has been introduced into the Eastern Bay of Plenty (April 2017). Further work is now required to support implementation in local Colleges and organisations, and deliver on agreed responsibilities with the host organisation, COMET.
3. Establish systems to regularly engage rangatahi and young people in planning and designing initiatives and projects.
4. Link Eastern Bay of Plenty secondary schools with programmes run by Western Bay of Plenty INSTEP, through planning and co-ordinating involvement in activities such as:
 - Young Innovator Award
 - Student Leadership Programme
 - Māori Youth Leadership Programme
 - Western Bay of Plenty at Work
 - Principals' 'Big Day Out' – exploring economic developments in the region
 - Encouraging Māori girls in science
 - Young Engineers Week
 - Exploring careers in the Health sector

Participation in the above 'ready-made' events could well be a catalyst for the establishment of Eastern Bay of Plenty initiatives, adapted to suit our rangatahi and industry make up.
5. Development of a greater understanding in schools of the Eastern Bay of Plenty regional economic development strategies.
6. Producing "maps" of locally available vocational pathways through secondary and tertiary education, identifying gaps and opportunities.
7. Linking with the Kiwifruit industry to introduce students to the potential career pathways.
8. Linking with the boatbuilding industries in the Eastern Bay of Plenty to explore pathways to apprenticeships.
9. Developing industry support for greater contextualisation of the curriculum with work being done in industry/ manufacturing.
10. Supporting the Eastern BoP Chamber of Commerce with the Young Enterprise Scheme and Sir Peter Blake Leadership programme.
11. Building a programme for students attending the Waikato Fieldays.
12. Linking with the logging haulage industry to support students entering the truck driving and associated careers such as diesel mechanics.
13. Linking manufacturing industries and schools to introduce more innovative learning strategies into the school curriculum.
14. Facilitating the collaboration of principals to build an Eastern Bay of Plenty strategy that supports students into skilled work and further education.
15. Develop an Eastern Bay of Plenty Principals' 'Big Day Out' to help principals explore regional industries, learn about economic strategies, and have the opportunity to listen to business/industry leaders.

Steps to take and timeframe

- | | | |
|----|---|-----------|
| 1. | Circulate the report to interviewees seeking endorsement and formal indications of support and resourcing | June 2017 |
| 2. | Consider feedback and proceed to establishment | June 2017 |
| 3. | Establishment Board appointed | June 2017 |

Possible appointees:

- 2 Toi EDA Directors
- Toi EDA Project Manager, Workforce Development and Pathways to Work
- Secondary principal
- Tertiary Partnership representative
- Te Wānanga o Aotearoa representative
- Iwi Representatives
- Industry representatives
- Education consultant

- | | | |
|----|---|------------------|
| 4. | Secure additional funding for the programme | July 2017 |
| 5. | Advertise co-ordinator's position and make an appointment | August 2017 |
| 6. | Appointee start | September 2017 |
| 7. | Appoint ongoing Board of Directors | by end June 2018 |

Conclusion

The study conducted into the feasibility of establishing an Eastern Bay of Plenty Career LinkUp programme strongly suggests that such a programme would receive wide support by all stakeholder parties and would be financially viable.

Secondary schools, regional industry and business interests, tertiary institutions, iwi and range of other related institutions such as the Chamber of Commerce, Eastbay REAP and ITOs such as Connexis all see a great deal of merit in the proposal to develop a programme intended to directly link secondary schools with employment experiences and opportunities.

If support for this report, and commitments of resourcing are forthcoming, and Toi EDA takes up the opportunity to host the Eastern Bay of Plenty Career LinkUp programme, the programme could be in operation by September 2017; this would enable secondary schools, the tertiary sector, community education providers, businesses and industry to collaborate to help students adopt carefully selected career pathways; as well as helping to ensure their individual development and success, it would provide a firm foundation for future economic growth in the Eastern Bay of Plenty.

* * * * *

Contributors /Interview Participants

Secondary schools

Whakatāne High School	Chris Nielsen - Principal
	Matt Martin - Gateway Coordinator Edgecumbe College
	Louw Olivier - Principal
Ōpōtiki College	Susan Impey - Principal
	Chris Atkinson - Deputy Principal
Trident High School	Philip Gurney - Principal
Tarawera High School	Helen Tuhoro - Principal
Murupara Area School	Angela Sharples – Principal
Edgecumbe College	Louw Olivier-Principal

Business/Industry

Chamber of Commerce	Gerard Casey - Chief Executive
Sequal Lumber Ltd Partnership	Dave Turner - Executive Director
	Ian McBride - HR and Safety
Eastpack	Adele Roberson - Administration Manager
Waiotahi Contractors	Alex Reid - former-Chief Executive
OPAC	Sonia McAllister - HR Advisor
	Ian Coventry - Operations Manager
DPS Haulage	Darren Sinclair - Managing Director
	Monica Cameron - Operations Manager
Extreme Boats	Glenn Shaw - Managing Director
Priority One	Lyn Parlane - INSTEP Coordinator
NZ Manuka	Karl Gradon - General Manager
	Donna Niethammer - HRManager
White Island Tours	Patrick O’Sullivan - General Manager
Connexis Eastern Bay of Plenty	Robbie Paul - Manager
Surtees	Adam Dykes – Managing Director
SLH Contracting	Deanne Butler – Director
Rawinia Kamau	Eastern Bay Energy Trust – Chief Executive

Toi EDA

General Manager Toi EDA	Francis Pauwels
Board Member Toi EDA	Dave Turner - Executive Director Sequel Lumber Partnership
Board member Toi EDA	John Galbraith-Project Manager Ōpōtiki Harbour Development, Forest and Wood Action Group

Iwi and Māori entities, business, corporate, education and social development leaders

Ngati Awa Group Holdings Ltd	Geoff Hamilton, Chief Executive
Maori Investments Ltd	Kiriwaitingi Rei, Chief Executive
Pūtauaki Trust	John O'Brien, Chief Executive
Te Pou Oranga o Whakatōhea	Faith Gebert, Education Group Manager Louisa Erickson, Operations Manager
Tūwharetoa Trust, Kawerau	Paul Sands, Business Manager
Te Rūnanga o Ngāti Whare	Wikitoria Hona, Kaitiaki Hapori (Social Development Manager)
Te Rūnanga o Ngati Manawa	Maramena Vercoe, General Manager
Te Mana o Ngati Rangitahi	Leith Comer, Chair
Ngai Tūhoe: Te Uru Taumatua	Tāmati Kruger, Chair

Tertiary providers

Te Whare Wānanga o Awanuiārangi	Prof Wiremu Doherty, Chief Executive
Te Wānanga o Aotearoa	Jocelyn Mikaere, Director/Takiwa
University of Waikato	Andy Howells, Future Student Adviser, Communications, Marketing and Engagement
Toi Ohomai	Leon Fourie, Chief Executive Kieran Hewitson, Programme Director

Community Education and Youth Development

Eastbay REAP	Ryan Morrison, Director of Operations
Wera Aotearoa Charitable Trust	Erana Leaf, Trainer/Auditor

Ministry of Education Bay of Plenty-Waiariki Region

Ezra Schuster, Director of Education
Carol Ngawati, Manager Education
Jayne Furlong, Senior Adviser

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Appendices

Appendix One

Cultivate Your Career: Collaboration between the Bay of Plenty Horticulture Industry and Priority One/INSTEP (March 2017)

Toi EDA funded support for a contractor to work with the Eastern Bay of Plenty schools to encourage and coordinate their attendance at the Cultivate Your Career Day in Te Puke on 28 March 2017. The success in supporting the schools to attend and participate in this event aptly illustrates how an Eastern Bay of Plenty Career LinkUp programme can support the schools and industry around practical vocational pathways.

The Eastern Bay of Plenty was allocated a fifty-seater bus to the event by the organisers. The final numbers attending the event were fifty students and seven staff members Ōpōtiki College transported its students in the college mini bus to assist with the 'overflow'.

Feedback surveys

Students and teachers from the Eastern Bay of Plenty visited three sites related to the horticulture industry: Comvita, Plant and Food Research and Trevelyan's Kiwifruit Harvesting and Packing Plant. The students were asked to complete a simple survey form after each of the sites was visited. The results, supported by interactions with the students and their enthusiastic involvement in the talks and activities provided by each of the industry providers, strongly support the success of the event in opening up for the students the wide opportunities in the horticulture industry.

Survey results

Comvita

66% of the students rated this experience 'very high' and a further 28.5% rated it 'high'. All of the students were able to identify interesting aspects and new knowledge from the visit and 89% felt that they were made aware of a wide range of career opportunities in the honey industry.

Plant and Food Research

60% of the students rated this experience 'very high' and a further 34% rated it 'high'. All of the students were able to identify interesting aspects and new knowledge from the visit and 85% felt that they were made aware of a wide range of career opportunities in the research related programme.

Trevelyan's

74% of the students rated this experience 'very high' and a further 17.5% rated it 'high'. All the students were able to identify interesting aspects and new knowledge from the visit and 97% felt that they were made aware of a wide range of career opportunities in the kiwifruit industry. Trevelyan's was very successful in speaking directly to the wide range of career opportunities in the industry, and the required education/skills level required for each career pathway.

Conclusion

Throughout the day, the students were engaged in the discussions and activities and each school can be very proud of the manner in which their students conducted themselves at each of the sites.

The students will have found this event very useful in helping them understand the wide range of career opportunities in the horticulture industry and learn that there are many job opportunities for students willing to apply themselves. All of the presenters were very encouraging, and keen to engage the students in pursuing further interest in the career opportunities offered by the horticulture industry through their studies and commitment to learning. They all left the door wide open for students to contact them for further information, future employment opportunities and support with their future career choices.

April 2017, Terry Collett, Education Consultant

Appendix Two



Government has adopted a Youth Employability Framework to assist schools, employers and training providers to develop programmes and approaches which are effective in improving our youth employment efforts. To a large extent the Guidelines are based on the Youth Employability Programme developed over a number of years by COMET Auckland, in partnership with employers and educators. The Programme, called License to Work, has been implemented across the country with over 1,100 students participating, and a high rate of success in terms of improved competencies and employer feedback.

It focusses on seven very clearly specified competencies which employers have helped identify, refine, and describe. The Programme can be integrated into any secondary or tertiary programme, or youth service activities.

Participants are involved in:

- 18 hours of activity-based learning about the competencies
- 20 hours of supervised voluntary experience for a charitable organisation or project
- 80 hours of supervised work experience in a workplace

As well as self assessment, three sets of feedback on demonstration of competencies are involved in the License, by:

- the school, tertiary or youth programme setting
- the supervisor at the voluntary agency or project
- the supervisor at the workplace

Toi EDA, with the support of Todd Foundation, offered a License to Work Facilitator Training opportunity to all Eastern BoP Colleges in April this year, and there was a keen response. Twenty people participated including teachers from all but one College in the region, Iwi organisations, Ministry of Education, Youth Services, and Eastbay REAP.

Toi EDA will enter a partnership with COMET (Auckland) and support the ongoing rollout of the programme in our subregion. Eastbay REAP will also support implementation particularly through their schools co-ordinator.

Trident College is planning to trial the programme with 16 Trades students this year, and so far three other Colleges have planning underway for 2018.

May 2017, *Barbara MacLennan, Project Manager, Workforce Development, Toi EDA*