

GLOBALLY COMPETITIVE CANTERBURY

Smart People In Smart Workplaces





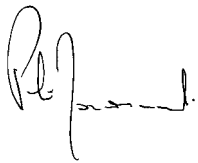
FOREWORD

Globally Competitive Canterbury: Smart People In Smart Workplaces

Welcome to the Canterbury Labour Market Strategy.

This Strategy is the product of an intensive process of consultation aimed at creating ways that Canterbury as a whole can reach our aspirations for our region - to increase our global competitiveness, tackle skill and labour shortages and increase productivity. We want to maximize the labour market's contribution to our vision with a focus on the existing workforce. We want people to expand the contribution they are able to make to Canterbury, to their communities, to themselves and their families.

The Governance Group extends its thanks to everyone who has contributed to the development of this Strategy and its future work.



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EXECUTIVE SUMMARY - AT A GLANCE

The goal of Canterbury Labour Market Strategy is to increase our global competitiveness, tackle skill and labour shortages and increase productivity. We want to maximize the labour market's contribution to our vision with a focus on the existing workforce.

There are five Signature Projects that initiate the Strategy.

Partners are invited to participate in these and other projects identified in the Strategy.

1	Literacy, Language and Numeracy in the Workplace	Developing and supporting new ideas to deliver customised literacy, language and numeracy training in the workplace.
2	Migrant Attraction, Settlement, Integration, and Retention	Working with Industry Associations to retain students and attract people to work in Canterbury, with an explicit focus on settlement, integration, and retention in the region.
3	Workplace Connections: Building organisational productivity	The Workplace Connections project brings together staff from agencies and organisations already in touch with workplaces on a regular basis, and trains these agents as brokers for information about improving workplace productivity.
4	Regional Facilitation including Youth Transitions	This project will help ensure a better match between the skill needs and skills supply of Canterbury. An immediate sub-project will focused on how youth move from school into employment and training and their needs for a skilled future.
5	Improving access for employers and workers to work opportunities	Ensuring affordable, accessible, and available transport and rental accommodation is available in order to attract labour to comparatively isolated work locations.

The CLMS is connected to a wider context including the NZ Skills Strategy, the Tertiary Education Strategy and the Canterbury Regional Economic Development Strategy.

Other labour market strategies in Canterbury include those of Enterprise North Canterbury, and Kaikoura, Ashburton and Aoraki which are under development.

A programme office for the Strategy is planned for location with the Canterbury Development Corporation. In the interim contact with the Strategy can be maintained through the Department of Labour CLMS@dol.govt.nz



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What is a 'labour market strategy?'

The idea that the economy provides opportunities as well as a number of challenges is at the heart of the Canterbury Labour Market Strategy. The Strategy notes that Canterbury has a number of advantages when it comes to becoming a Globally Competitive region of 'smart people in smart workplaces'. For instance, the region has great resources, world-class infrastructure, and a sense of its own place which leads the country.

Anyone involved in business in Canterbury knows that the labour market has changed noticeably in the last few years – it has become harder for workplaces to find and retain skilled staff (in particular) and all kinds of staff (in general).

The outlook for the future suggests that things are unlikely to improve on their own. Canterbury's existing workforce is getting older, while the flow of skilled workers are becoming increasingly mobile with many leaving the region to pursue employment elsewhere (such as Australia) and the international market for labour and skills creates pressure on wages.

It was to find ways to respond to these challenges that the Canterbury Labour Market Strategy was created. This Strategy does two things. It identifies steps that can be taken in the short term to respond to the challenges in the local labour market and it identifies what needs to be done to respond to the longer term challenges.

In short, the Strategy proposes to do this by focusing on four tasks:

1. Building skills within the region,
2. Attracting skilled workers to the region (and keeping them here),
3. Improving workplace productivity, and
4. Increasing participation in the labour market.

By focusing on these four tasks, the Canterbury Labour Market Strategy will help Canterbury move closer to the vision of a region of 'smart people in smart workplaces'.



Strategy Context

The Canterbury Labour Market Strategy process began in a period of historically low levels of unemployment and a high labour force participation rate. As a result, workplaces in Canterbury experienced considerable difficulty filling staff vacancies. For some workplaces, these staff shortages even constrained their ability to grow their businesses.

The long term trends suggest that, left to its own devices, the labour market is not going to meet the needs of employers. The demographics of the Canterbury population means there will be more people retiring from work than entering the workforce in the future.

Canterbury workplaces will also face a number of key challenges. Workplace productivity in some sectors is low compared to some of our key competitors, and this is being highlighted by increased global competition. This global competition also creates new opportunities for Canterbury workplaces, along with a need to find ways of working smarter and being more innovative.

The Canterbury Labour Market Strategy interacts with national strategies such as the New Zealand Skills Strategy, the Tertiary Education Strategy, the development of Schools Plus and, at a regional level, with economic development strategies and the Polytechnic regional facilitation role for tertiary education. It is also mindful of national industry plans developed by industries and their Industry Training Organisations and regional industry plans such as the Christchurch and Canterbury Visitor Strategy. While some Ngai Tahu organisations participated in the November stakeholder workshop, and many of the resulting working parties, the ongoing strategy development process will continue discussions with Ngai Tahu and the wider Maori community on labour market development in the region.

The experience and networks of the Governance Group will ensure the Canterbury Labour Market Strategy adds value by focusing on areas of need, supporting others' plans where appropriate, and minimizing the risk that effort is duplicated. The Governance Group builds regional connections and shares expertise between projects both within the CLMS and those outside its aegis that also contribute to Canterbury's global competitiveness. The Governance Group provides a group of critical allies who can test, legitimize and actively support the good ideas of all.

How was this labour market strategy put together?

The origins of this Strategy go back to July 2006. The Department of Labour facilitated an initial meeting with the Ministry of Social Development, Canterbury Employers' Chamber of Commerce, Canterbury Development Corporation, Christchurch City Council and the Ministry of Economic Development. This meeting set the imperative for an action-oriented strategy. The next step was to commission a report presented at a stakeholder consultation in February 2007 on options for a strategy structure. This consultation round established the interim Governance Group with membership from the Canterbury Employers' Chamber of Commerce; the Canterbury Development Corporation; the Christchurch City Council; Enterprise Ashburton; the Ministry of Social Development; the Department of Labour; and, soon afterwards, the Tertiary Education Commission.

In early November 2007 this Governance Group produced a literature review outlining the key labour market issues in Canterbury. This was followed by a large Stakeholder Strategy Development Workshop later in November 2007. This workshop was attended by more than seventy representatives from business associations, agencies, workplaces, unions and other organisations. The outcome of this workshop, captured in the report produced in December 2007, provided much of the structure to the Strategy presented here.

To develop the ideas from the workshop, the Governance Group created seven Working Parties to focus on particular areas of concern or ideas for ways forward. These Working Parties were made up of participants from the November 26th workshop and from a range of stakeholders invited to take part. A list of the many organisations and agencies who have contributed to the Strategy process is provided in the Appendix to this report.

The Working Parties met three times over early-to-mid 2008, resulting in a range of suggested interventions to address Canterbury's labour market challenges. The outputs from these seven Working Parties were then presented back to the Governance Group, who selected five as Signature Projects for the Strategy to focus on, in the first instance. The Governance Group will also be mindful of other projects identified during this process, including those sponsored by other labour market strategies, adding value where appropriate.

FIVE SIGNATURE PROJECTS

The five signature projects selected by the governance group, and how these relate to the work done on the strategy since november 2007



PROJECT SUMMARY

The five signature projects identified by the Canterbury Labour Market Strategy's Governance Group, May 2008

1	Literacy, Language and Numeracy in the Workplace	Developing and supporting new ideas to deliver customised literacy, language and numeracy training in the workplace.
2	Migrant Attraction, Settlement, Integration, and Retention	Working with Industry Associations to retain students and attract people to work in Canterbury, with an explicit focus on settlement, integration, and retention in the region.
3	Workplace Connections: Building organisational productivity	The Workplace Connections project brings together staff from agencies and organisations already in touch with workplaces on a regular basis, and trains these agents as brokers for information about improving workplace productivity.
4	Regional Facilitation including Youth Transitions	This project will help ensure a better match between the skill needs and skills supply of Canterbury. An immediate sub-project will focused on how youth move from school into employment and training and their needs for a skilled future.
5	Improving access for employers and workers to work opportunities	Ensuring affordable, accessible, and available transport and rental accommodation is available in order to attract labour to comparatively isolated work locations.



SIGNATURE PROJECT ONE

Workplace Connections

The first Signature Project of this Strategy focuses on connecting with workplaces, and especially small and medium workplaces that often are not well served through traditional means of communication. The 'Connections' Project brings together staff from a range of agencies and organisations who are already 'in touch' with workplaces on a regular basis. These staff are in an excellent position to engage with those workplaces about everyday issues related to improved productivity (for example, specific improvement methodologies; staff retention ideas; training and development options; information sources) as they are already known, and are often trusted advisors.

The 'Connections' Project involves bringing together these agency and organisation staff to train them how to observe productivity opportunities and provide straightforward connections to productivity enhancing opportunities. This might include references to case studies of local firms who have increased productivity through using a quality improvement tool, or referrals to local expert productivity advice, or a link to customized training and support options.

The 'Connections' Project brings coherence to the messages the staff from these various agencies and organisations are offering workplaces through (i) a programme of shared training and (ii) a network of support. It is a personal, relationship-based approach to providing information and raising awareness with the intent to change workplace cultures and practices.

The Canterbury Labour Market Strategy Governance Group will co-ordinate a project that draws on agencies and organisations working towards these goals:

- Identifying the agencies and organisations with staff who engage with workplaces, on-site, on a regular basis,
- Establishing a programme of training and accreditation for these staff regarding common productivity tools,
- Running a series of training workshops and courses for these staff.

In addition, various stakeholders in the Labour Market Strategy process have identified the following projects they would like to take forward:

- Create a 'Canterbury Intelligence website'. This will provide a portal offering employers a referral to information about the labour market, employment practices, and productivity.
- Organise a 'career month'. This is a series of events to raise awareness about what is happening in the world of work and assist people make informed career choices. This will involve a calendar similar to a festival schedule but with a focus on labour market and career development trends and issues.
- Working alongside rapid response teams to target areas of pressing labour market need.

SIGNATURE PROJECT TWO

Literacy, Language and Numeracy

The second Signature Project focuses on improving literacy, language and numeracy in Canterbury workplaces. According to the best research available, about 20% of New Zealand's workforce does not have these core skills needed to perform at their best in their jobs³. A basic level of these skills is needed every day at work, even for simple tasks such as taking telephone messages and numbers.

To address this, the Strategy will work with education institutions, training providers, and Industry Training Organisations to develop and deliver customised literacy and numeracy training directly in workplaces to targeted industries. It will also work with workplaces to help identify literacy and numeracy training needs. This is critical as many workplaces may not realise that some of their staff may have problems with reading, writing, or dealing with numbers.

The Canterbury Labour Market Strategy Governance Group will co-ordinate a project that draws on agencies and organisations working towards these goals:

- Developing and supporting new ideas to deliver customised literacy, language and numeracy training in the workplace.

The Strategy's Literacy and Numeracy Signature Project grew out of a Workstream focusing on 'growing the region's skill base'. It is important to note that this Working Party identified a number of other steps that could be taken to address the challenges associated with building the region's skill base. The Signature Project is where the Canterbury Labour Market Strategy Governance Group decided to focus its initial energies.

In addition, stakeholders in the Labour Market Strategy process have identified the following projects they would like to take forward:

- Better understanding the potential of 'knowledge work' in Canterbury. This will require collecting better quality regional information about the demand for, and supply of, 'knowledge workers', as well as building models to forecast future demand and supply.
- Creating and communicating clear messages to workplaces about the value of investing in skills.
- Better coordination of training providers in Canterbury, including new entrant trainers.
- Data Literacy: Tu Mai Iwi "Classes for Key Users" . Design and deliver training to Ngai Tahu, and Maori, communities in the understanding, analysis and use of the knowledge contained in the Tu Mai Iwi tool.



SIGNATURE PROJECT THREE

Migrant Attraction, Settlement, Integration, and Retention

The third Signature Project of this Strategy focuses on the attraction, settlement, integration, and retention of graduate students and migrants in Canterbury. Canterbury is experiencing a historically tight labour market. In addition, demographic trends mean that the working age population in Canterbury will shrink into the future. In the longer term, the Canterbury Labour Market Strategy will look for increased productivity and a better alignment of education and training with industry needs to resolve these challenges. In the shorter term, however, it is clear that Canterbury needs to attract labour from other regions within New Zealand or from overseas.

What evidence there is suggests that international migrants, in particular, experience difficulties settling and integrating in Canterbury workplaces. As a result, retention is often a problem – for both workplaces and the region. These will not be simple difficulties to overcome, requiring changes to the migration process; the post-settlement process; the attitudes of some employers; and the attitudes of some agencies responsible for matching employment gaps and candidates. It will also involve changes to some migrants' expectations regarding working in Canterbury.

In addition, large numbers of students are attracted to Canterbury's education facilities. As these students finish their training they represent a skilled workforce. As a result, the Canterbury Labour Market Strategy proposes a project simultaneously targeting the challenges faced by graduate students and migrants in a number of areas. This will involve working with Industry Associations, migrant and student groups, and training organisations to match students and migrants with sustainable work.

The Canterbury Labour Market Strategy Governance Group will co-ordinate a project that works towards these goals:

- Graduate students, migrants and employers have matched expectations that enhance work matching
- A modification of the 'speed dating' concept is trialled to maximise graduate student, migrant and employer face-to-face interaction
- A simple model is developed with Industry Associations to support employers and graduate students/migrants to communicate

The Strategy's Migrant Attraction, Settlement, Integration, and Retention Signature Project and related projects grew out of two work streams focusing on 'attracting and retaining talented people' and 'migrants'. While the Signature Project clearly targets a particular subset of 'talented people' critical to the future of Canterbury's labour market, the Working Party also identified a number of other steps that could be taken to address the challenges associated with attracting and retaining talented people here. This includes the following projects:

- Collecting better information about the kind of skills (and labour) employers in Canterbury need.
- Converting visitors to Christchurch into longer term residents and workers.
- Identifying the barriers for migrants to work and stay in Canterbury, and working to overcome these barriers through a publicity campaign to local employers about the value of migrants in the labour market.
- Hold a high level conference with all the various stakeholders represented

SIGNATURE PROJECT FOUR

Regional Facilitation including Youth Transitions

As part of polytechnics' distinctive contribution, it is CPIT's role to co-ordinate the input of Canterbury's stakeholders and providers into a shared regional expression of Canterbury's tertiary education needs, gaps and priorities. This provides a basis for individual Tertiary Education Organisations to develop their investment plans which are used by the Tertiary Education Commission to provide funding support.

In this fourth Signature Project the Governance Group of the CLMS will act as a cross sector advisory group to CPIT in its Regional Facilitation role. Through this project the Governance Group wants to ensure a better match between the skill needs and skills supply of Canterbury including those funded by the Tertiary Education Commission.

An immediate sub-project of regional facilitation is to examine the transition of 16 - 18 year olds into further education and work. The project is a series of strategic conversations:

- Governance Group providing expert advice into the tertiary education Regional Statement of Needs, Gaps and Priorities
- Agencies and young people with an interest in young people's transition from school into training and/or work

The Canterbury Labour Market Strategy Governance Group will co-ordinate a project that draws on agencies and organisations working towards these goals:

- A better match between the skill needs and skills supply of Canterbury
- Ensuring a good understanding of how Canterbury's youth transition into education and work

In addition, various stakeholders in the Labour Market Strategy process have identified the following projects:

- Connect with others working on environmental change eg climate, economic, and socio-technical change – and evaluate impact on labour for the region.
- Research into the connection between Academies and workplace based training for school children and produce case studies.



SIGNATURE PROJECT FIVE

Improving access for employers and workers to work opportunities

The final Signature Project of this Strategy focuses on ensuring affordable, accessible, and available transport and rental accommodation is available in order to attract labour to comparatively isolated work locations.

The availability of affordable accommodation and transport is an important factor in people being able to participate in the workforce in Canterbury. This was identified as being an issue for several communities around Canterbury. Waipara and Akaroa were identified as being key priorities in the short term. In both areas a lack of affordable accommodation and transport has been cited as a significant contributor to local businesses not being able to get the staff they require. Waipara is also an area with significant planned growth such that this problem may continue to worsen without intervention.

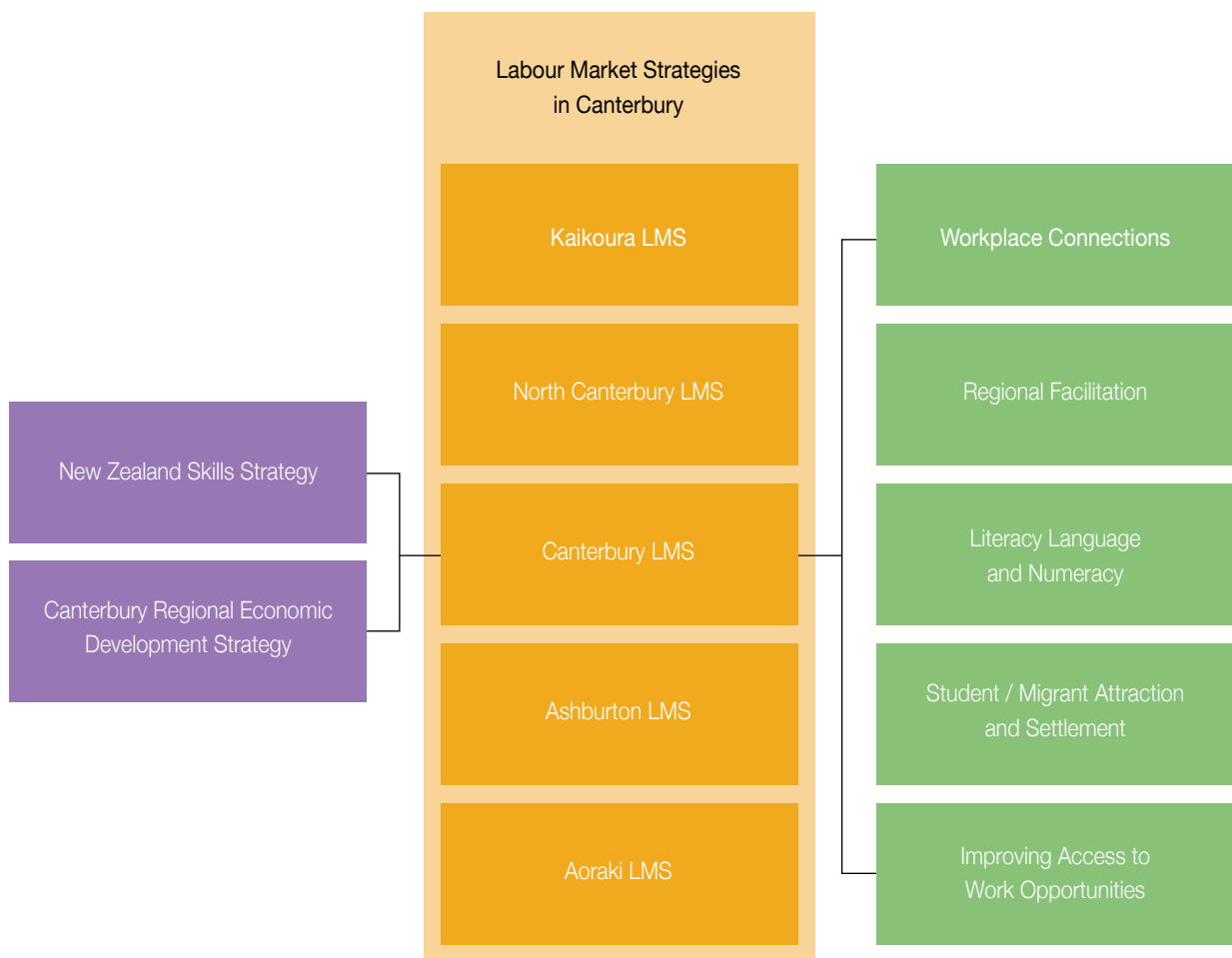
The first step in addressing this will be to measure what is needed compared to what exists. Following the initial research in both of these areas a task force will be established to address the issues raised through the research.

As a result, the Canterbury Labour Market Strategy proposes a project that addresses the need for transport and accommodation in Akaroa and Waipara.

The Canterbury Labour Market Strategy's Transport and Accommodation Project will involve the following agencies, working towards these goals:

- Scoping accommodation and transport needs in Waipara: Identify the current and future labour needs of Waipara the surrounding area and then determine the accommodation and transport need to support the labour market and potential solutions.
- Scoping accommodation and transport needs of workers in Akaroa: Research to identify the need for accommodation and transport support the labour market in the area.

NATIONAL-REGIONAL ALIGNMENTS



The North Canterbury, and Aoraki, Ashburton and Kaikoura Labour Market Strategies currently in development, are linked with and complement the Canterbury Labour Market Strategy and, in some cases, share projects.



NATIONAL-REGIONAL ALIGNMENTS

The Canterbury Labour Market Strategy sits within the context of the New Zealand Skills Strategy and the Canterbury Regional Economic Development Strategy.

The Canterbury Regional Economic Development Strategy identifies ‘Skills, Talent, Training & Education’ as one of the 10 Major Regional Issues and Opportunities. The three strategic objectives are:

1. Identify the current and future skill needs of employers and move to ensure availability.
2. Improve attitudes to learning, work and business success and to encourage positive attitude to lifelong learning.
3. Ensure all young people (under 25) are in work, training or further education.

The relationship between The New Zealand Skills Strategy 2008 draft priorities and the Canterbury Labour Market Strategy 2008-09 projects is illustrated below.

NZ Skills Strategy – Draft Priorities 2008	Canterbury Labour Market Strategy Priorities 2008
Priority 1 Increasing the literacy, language and numeracy skills of the workforce	Refer to Signature Project: Literacy, language and numeracy in the workforce
Priority 2 Building the capability of firms to support managers and workers to better develop and use skills	Refer to Signature Project: Connections
Priority 3 Enhancing the relationship between the supply of skills, and the demand for them. This includes a focus on measuring skill acquisition and retention to better understand how well we are doing	Refer to Signature Projects: Regional Facilitation – Youth Transitions Migrant Attraction, Settlement, Integration, and Retention Improving access to work opportunities
Priority 4 Supporting young people currently in the workforce to increase their skills and engage in relevant training	Refer to Signature Project: Regional Facilitation – Youth Transitions

WHAT HAPPENS NEXT?

The Canterbury Labour Market Strategy provides a structure for a focus on the contribution of skills and labour market development to the Canterbury economy. The initial phase is the development and implementation, over 2008 and 2009, of the five Signature Projects.

In order to maintain a tight focus, and ensure project implementation, this strategy will focus on the five Signature Projects. However, many other projects considered to be of value in the ongoing development of the Canterbury economy emerged through the working parties and have been listed. These will be driven by the organisations who have declared an interest in taking the work forward. These projects all provide benefits that will both support and add to the five Signature Projects.

You are invited to participate in any of the Signature Project working parties that are of interest to your organisation AND the other projects which have emerged through the consultation process.

The Governance Group will review progress quarterly on Signature Project outcomes against key project performance indicators. At these times the Governance Group may add, delete or change projects.

The strategy itself will also be reviewed by the Governance Group in late 2009 to establish progress against 3 key indicators:

- Project outcomes are achieved
- Skills shortages have decreased and the number and level of qualified workers has increased
- Effective partnerships and alignments between participating agencies

Following the review the Governance Group is likely to refresh the strategy and may initiate wider consultation around that.

If your organisation would also like to participate in the projects in this Strategy please contact the Department of Labour at CLMS@dol.govt.nz



ENDNOTES

1. Canterbury Regional Labour Market Strategy (CRLMS) *Canterbury Regional Labour Market Strategy Literature Review*. Christchurch, November 2007.
2. Canterbury Regional Labour Market Strategy (CRLMS) *Canterbury Regional Labour Market Strategy Development Workshop: Record of Proceedings*. Christchurch, November 2007.
3. Industry Training Federation, <http://www.itf.org.nz/literacy-and-numeracy.html>
4. Canterbury Development Corporation (2006) *Skill Shortages and Migrants: A Pilot Project*. Canterbury Development Corporation, Christchurch.
5. Canterbury Regional Labour Market Strategy (CRLMS) *Strategy Development and Implementation Structure report*. Christchurch, February 2007.

APPENDIX: THOSE INVOLVED TO DATE

Advanced Personnel Services Ltd
Akaroa District Promotions
AMI Insurance
Aoraki Development Trust
Ashburton Business Association
Ashburton District Council
Ashburton Presbyterian Support Services
Ballantynes
Can Staff
Canterbury Business Association
Canterbury Development Corporation
Canterbury District Health Board
Canterbury Employers' Chamber of Commerce
Canterbury Health Laboratories
Canterbury Spinners Ltd
Career Services
Christchurch and Canterbury Tourism
Christchurch Boys High School
Christchurch City Council
Christchurch Small Business Centre
Community Colleges of New Zealand
Competenz
Connection HR
CPIT
Department of Internal Affairs
Department of Labour
Destination Akaroa
Development Plus Ltd
Dexcel Ltd
Enterprise Ashburton
Enterprise North Canterbury
Environment Canterbury
EPMU
Esteem Personnel
Federated Farmers
Foodstuffs
Forty Plus Employment Support
General Cable New Zealand Ltd
GPC Electronics (NZ) Limited
Hanmer Business Association
He Oranga Pounamu
Hospo
Housing New Zealand
Hurunui District Council
Jade Software Corporation
Kaikoura District Council
Ministry of Social Development
Ministry of Pacific Island Affairs
Move 2 New Zealand
National Distribution Union
New Zealand Trade and Enterprise
NZHITO
Orion New Zealand Ltd
PEETO
Peter Diver Plumbing
Postie Plus Group Limited
Positive Directions Trust
Project Lyttelton
Research First
Selwyn District Council
Skilled Group New Zealand
Statistics New Zealand
Tait Electronics Limited
Te Puni Kokiri
Te Runanga o Ngai Tahu
Te Tapuae o Rehua
Tertiary Education Commission
TransDiesel Limited
University of Canterbury
Waimakariri District Council
Waipara Valley Wine Growers Association
Work and Income New Zealand
Workforce Development

