
The Regional Growth Programme

Working in partnership with regional New Zealand to increase jobs, income and investment



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Ministry for Primary Industries
Manatū Ahu Matua



The Ministry of Business, Innovation and Employment and the Ministry for Primary Industries lead central government's contribution to the Regional Growth Programme. They are also supported by other government agencies which draw upon their resources and expertise to drive support to the regions on key issues.

A group of 11 ministers whose agencies have strong connections to regional economic development oversee the programme. This includes social and educational agencies, as well as infrastructure and economic agencies.



Ministry for Primary Industries
Manatū Ahu Matua



Regional Economic Development Ministers



Hon Simon Bridges
Minister for Economic Development



Hon Nathan Guy
Minister for Primary Industries
Associate Minister for Economic Development



Hon Te Ururoa Flavell
Minister for Māori Development
Associate Minister for Economic Development

ISBN: 978-1-98-851779-7 print
ISBN: 978-1-98-851780-3 online

Publishing date: June 2017

Cover image sources:

ZESPRI
Flinn Higgins and Tourism Eastland
Matt Burden
NorthlandNZ.com
NZStory
Taylor Paige Paaka and Tourism Eastland

Contents

Working in partnership
with the regions

02

Tai Tokerau/
Northland

03

Waikato

07

Bay of Plenty

09

Gisborne/
Tairāwhiti

13

Hawke's Bay

15

Taranaki

17

Manawatū-
Whanganui

19

West Coast

21

Canterbury

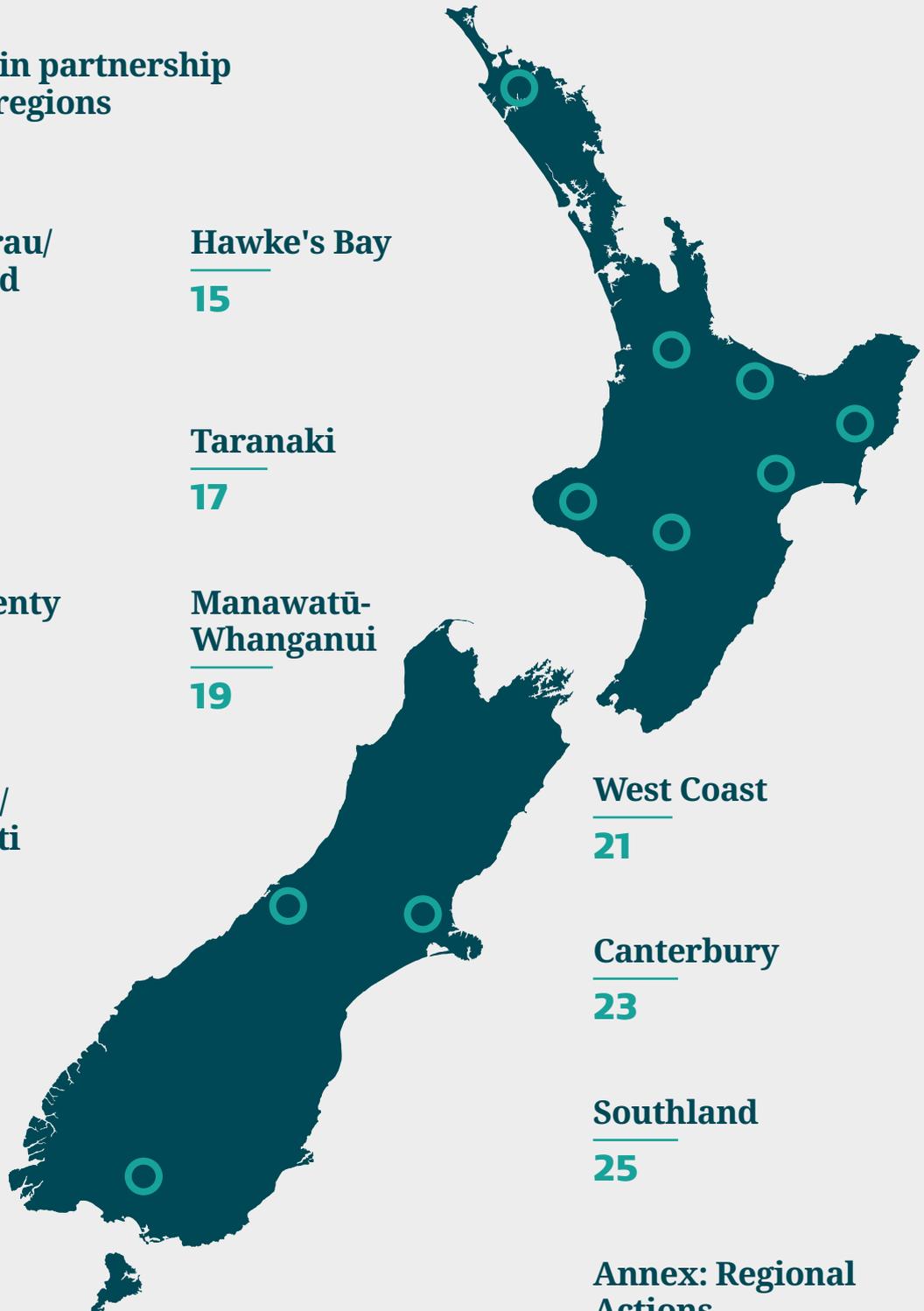
23

Southland

25

Annex: Regional
Actions

28





Ballooning in Canterbury.
Source: christchurchnz.com

Working in partnership with the regions

A new approach to regional economies

New Zealand's economy is made up of diverse regions, each with their own natural resources, infrastructure and people. When regions do well, New Zealand does well – every region in the country has the potential to attract further investment, raise incomes and increase employment opportunities.

The government wants all New Zealanders to benefit from economic growth. The regions are, and have always been, critical contributors to our national economy – over half of New Zealand's export revenue is earned in the primary sectors. Ensuring our regions are as productive and innovative as they can be will not just improve regional living standards, but lift our national exports and increase wealth throughout New Zealand.

The Regional Growth Programme

Regional economic development is a key part of the government's Business Growth Agenda and over the past three years, government has worked with regions through the Regional Growth Programme. The programme has been designed to identify economic challenges and opportunities, and help increase jobs, income and investment for New Zealand in the regions. The programme began in 2014 and originally focused on four regions – Northland, Bay of Plenty, East Coast/Hawke's Bay and Manawatū-Whanganui. It has broadened to include Waikato, Taranaki, Canterbury, West Coast and Southland.

These regions face a variety of challenges and are at differing stages in their economic development. Some face persistent economic challenges but have strong growth potential. Others have a strong platform for growth but want to maintain this while diversifying their economies. Through the programme the government works in partnership with businesses, iwi, Māori, councils and other regional stakeholders to identify opportunities in each region to improve economic performance and raise living standards.

How the programme works

Each region initially identifies their key economic opportunities. For Northland, Bay of Plenty, Manawatū-Whanganui and West Coast, central government assisted the process by initiating and funding independent growth studies. These studies identify key regional sector and investment opportunities, and cross-cutting growth enablers, for example, improved transport links, ICT and skills. The Waikato, Taranaki, Southland and Canterbury regions have identified their strategic economic priorities and opportunities.

Next, an economic action plan is developed by regional leaders. Action plans are economic blueprints for each region and identify specific activities that will help increase employment opportunities, household income and investment. Central government agencies support regions to develop their plans and implement them.

A key aspect of the government's support for the regions is the appointment of a Senior Regional Official as a single representative for government at the regional governance level. The Senior Regional Official is a deputy chief executive from a government agency who advocates for the region and coordinates government support.

Action plans have been developed and launched for Tai Tokerau/Northland, Bay of Plenty, Gisborne /Tairāwhiti, Manawatū-Whanganui, Hawke's Bay, Canterbury and Southland. West Coast's action plan will be launched in July.

For more information on the Regional Growth Programme, please email

Regional_Economic_Development@mbie.govt.nz

Tai Tokerau/ Northland

Northland is rich in natural resources and opportunities, providing significant scope to increase profitability and add value in resource-based industries. As the birthplace of New Zealand, the region is an attractive tourist destination with cultural and historical heritage – it has an abundance of natural attractions and a temperate climate. These all offer potential for further development to enhance the region’s economic development.



Northland

GDP per capita: **\$36,531**

Population: **171,400**

Labour force participation: **61%**

*Data is from 2016 and has been rounded

The Tai Tokerau Northland Economic Action Plan was launched in February 2016 after the Tai Tokerau Northland Growth Study was released in 2015. The study identified significant untapped potential in Northland, in areas such as tourism, education, forestry, dairy, aquaculture, marine and horticulture. The plan prioritises opportunities and will evolve as initiatives are completed and new focuses emerge.

The plan identifies more than 60 diverse initiatives to grow and improve the area’s economic and social outcomes, and they are currently grouped under four broad work streams.

Enablers: the aim is to bring Northland’s transport, digital infrastructure, skills and capabilities, and water resources to a standard that enables economic growth. Examples of progress to date:

- › Irrigation options are being scoped after a joint study found that with an additional 92,000 hectares of irrigated land, the region could contribute \$247 million more annually to the economy and create 3,400 more jobs.
- › \$33 million is being invested in extending Ultra-Fast Broadband to 20 Northland communities.
- › QRC Tai Tokerau Resort College has opened and provides training and job opportunities for local young people. QRC is also supporting the Kerikeri culinary school, re-opening it in April 2017 and taking up to 90 students.

- › \$709.5 million is being invested in the Puhoi to Warkworth motorway.
- › Five Communities of Learning have been established, involving 48 schools and 21 early learning education services, ensuring 7,879 learners have an opportunity to achieve their full potential.
- › Investment in the detailed mapping of Northland’s land and resources using light detection and ranging data (LiDAR) capturing.

CASE STUDY

GROW programme

The Growing Regional Opportunities through Work (GROW) programme is a unique approach aimed at addressing youth unemployment in Northland. The programme provided a full year of support for 16-24 year olds in Kaikohe who had left school and were not in employment or training. The programme began in February 2016 – each young person’s pathway was unique and focused on employment, training or personal development. Participants were provided with pastoral care and support on a range of things, including personal health and transport. It also provided direct support to training providers and employers to ensure the young people were effectively integrated.

Results so far are very promising – of the 34 that were originally enrolled, 15 are now in work and employment focused pathways. Eight are in training and 11 require support to overcome barriers to work and training.



Visitors enjoy a meal outside the Stone Store in Kerikeri. Source: NorthlandNZ.com

Northland

- › The Orchard co-working space in Whangarei has opened.
- › Whangarei Airport's \$1 million terminal upgrade is complete.
- › Kaikohe GROW (see case study) to provide a full year of support to 16-24 year olds who had left school but were in employment or training.

Land and water: Identifies and develops opportunities for the productive use of land and water sources across a range of primary industry sectors. Examples of progress to date:

- › Extension 350 is helping farmers lift on-farm performance and profit by sharing knowledge on improving farm systems.

- › The Te Hiku Sheep and Beef Farming Collective is into its next phase of development to assist with lifting farm productivity.
- › The Bream Bay Kingfish Commercialisation project continues, with investors being sought to transition it to a commercial aquaculture enterprise.
- › A high UMF mānuka seedlings planting initiative was completed in 30 hectares of under-utilised land.
- › The Te Tai Tokerau Māori Forestry Collective has delivered a planting and training prototype for working collectively.

CASE STUDY



Northland Journeys – the Byways

In March 2017 Northland Inc launched the first three in a series of road-based journeys called “byways”. Northland Journeys – the Byways is a cornerstone project within the Action Plan and is expected to bring an extra \$20 million to Northland’s economy annually through visitor expenditure from 2020.

“Tourism is one of Northland Inc’s priority sectors and the byways are key to improving the return for Northland from tourism. We know that tourists are now more interested in deeper engagement with the destination, its hosts and all it has to offer. Byways give us the opportunity to deliver on that promise,” says Northland Inc chief executive officer, David Wilson.

The project is funded by Northland Regional Council and is a culmination of engagement with local tourism businesses, communities and promotions groups with a focus on building

authentic and interesting visitor experiences. New Zealand Transport Agency is also involved through their focus on regional and seasonal dispersal as well as roading resilience and safety.

Northland Inc will roll out at least another five byways this year with more to come. The first three new byways are as follows, with maps available online at www.northlandjourneys.co.nz

“Where Giants Gather” – the journey from Whangarei Town Basin to the Whangarei Heads.

The **“Ancient Kauri Trail”** – the journey from Mangaturoto to Omapere.

“Into the Wide Blue Yonder” – the journey from Whangarei Falls to Tutukaka and on to Hikurangi.

Visitor industries: Aims to increase tourism across seasons, enhance tourism promotion, and increase the number of destinations in the region.

- › The Twin Coast Discovery route upgrade is underway, with three byways to open in 2017.
- › The Pou Herenga Tai – Twin Coast Cycle Trail opened in January 2017, connecting the Hokianga Harbour on the west and Opuia on the east.
- › \$4 million is available for investment by the government into the Hundertwasser Art Centre and Wairau Māori Art Gallery.
- › An Integrated Regional Tourism Promotion scheme is underway with trade visits to India, South America and the United States.
- › A Māori tourism strategy is being developed for Northland.

Specialised manufacturing and services: Supports new innovations and specialised manufacturing and service sectors.

- › Construction continues on the \$500 million Hawaiki Submarine Cable Station which will carry internet traffic between New Zealand and the United States.
- › A resin and wax pilot project receiving Callaghan Innovation investment is underway.

HOW TO GET INVOLVED

The Tai Tokerau Northland Economic Action Plan can be accessed at www.northlandnz.com

If you want to talk to someone about Northland's Action Plan, or have an idea that might generate growth in Northland, please email welcome@northlandnz.com

CASE STUDY

Te Tai Tokerau Māori Forestry Collective

Te Tai Tokerau Māori Forestry Collective is a powerful example of a community working together to increase jobs, provide more income and education, and use land sustainably. In 2016, the Collective replanted 813 hectares of their land in forest, out of a combined 32,000 hectares. This established a planting and training prototype for further investment so all land could be replanted.

The Collective is made up of 10 Māori land trusts and 12 strategic partners that include iwi, central government, training providers and private sector companies. Their goal is to sustainably develop land and create employment for their people. Māori are significant contributors to Northland's forestry industry and Northland is likely to see tangible economic outcomes from their work.

This was truly a community effort. NorthTec, the local training organisation, developed the training and provided Silviculture students to help with the planting. By working as a Collective, they demonstrated better results for Northland than working alone.

The Collective invested \$1.2 million, plus their land, into the planting, with support from their investment partners, the Ministry for Primary Industries and Te Puni Kōkiri.



An estimated additional **2,500-14,800 hectare** of horticulture crops could increase Northland's GDP by **\$80M to \$490M**



With an additional **92,000 hectares** of Northland irrigated, the region could contribute **\$247 million** more annually to the economy and **create 3,400 more jobs**.

Waikato

Waikato is the fourth largest regional economy in New Zealand and includes several distinct sub-regional economies, like Hamilton City and the Coromandel Peninsula. As well as being New Zealand's dairy centre, the region has developed strengths in electricity generation, minerals, aquaculture and forestry. Tourism and services sectors are also growing. Waikato's central location in the upper North Island makes it a nationally significant infrastructure corridor.



Waikato

GDP per capita: **\$47,119**

Population: **449,200**

Labour force participation: **67%**

*Data is from 2016 and has been rounded

The region published its 20-year economic development strategy, Waikato Means Business, in 2014 and government is supporting its implementation as part of the Regional Growth Programme.

The strategy's aims include an increase in median household incomes and in gross domestic product per capita. To support these aims, there are five priorities for the region:

- › **Maintaining and building on the region's location advantage** by increasing investment in infrastructure, improving the quality and reliability of roads, reducing travel times, and creating more efficient freight flows.
- › **Growing global industries** by identifying and progressing opportunities that will grow incomes and jobs in key sectors.
- › **Making business easier** by reducing compliance costs associated with interacting with councils and improving lead times for providing services, and consequently the ease of doing business in the region.
- › **Building, attracting and retaining skills and talent** by supporting the implementation of a regional labour market strategy.
- › **Telling the Waikato Story** by improving information for potential students, employees, visitors and investors about opportunities in, and the advantages of, the region.

Annual Waikato Means Business implementation plans were published in 2015 and 2016, and strong progress has been made on identified actions. Highlights include:

- › Central government committing to completing the Waikato expressway by 2020.

- › Resource consents being issued for the first stage of the Ruakura logistics and lifestyle hub which aims to ease congestion in the central and upper North Island.
- › Developing a Waikato Regional Labour Market Strategy which will provide better quality regional data on future employment demand trends for the region's key sectors.
- › Launching the Waikato Story which will drive growth in the Waikato region by consistently promoting the attributes that make the Waikato a unique place to live, work, study, visit and invest.
- › Completing a regional Māori Agenda and Action Plan which will provide a focal point and position from which Māori economic development can grow in the region.
- › The Secondary School Employer Partnership programme which links Year 9/10 students to employers in priority sectors, improving student retention, achievement and education-to-employment transitions.

HOW TO GET INVOLVED

More information on Waikato Means Business, including the strategy, annual implementation plans and list of steering group members can be found at www.waikatomeansbusiness.nz



The region's population is expected to grow by over **20% by 2043**, with most of this growth **concentrated in urban centres** in the northern part of the region.



A cyclist enjoys the Timber Trail in Pureora Forest Park.

Bay of Plenty

The Bay of Plenty region is blessed with natural resources, including a favourable climate, renewable energy and water resources from coastal and lake environments. A wide range of sectors contribute to the success of the region, including horticulture, forestry, agriculture and tourism. However, there is still significant opportunity to increase incomes and employment in the region by maximising growth opportunities, sensible investment, and increased productivity and export prices.



Bay of Plenty

GDP per capita: **\$44,997**

Population: **293,500**

Labour force participation: **68%**

*Data is from 2016 and has been rounded

The Toi Moana Bay of Plenty Growth Study was launched in May 2015 and the Toi Moana Bay of Plenty Economic Action Plan was launched in October 2015. Bay of Connections is responsible for delivering the plan and an established governance framework, which includes central government representation, oversees its implementation. Delivery is grouped into a number of work streams and progress has been rapid:

Agribusiness: A Mānuka Action Group comprising of Māori land owners, bee keepers, research organisations, key processors, exporters and local government has been established. This group is prioritising a collaborative approach to growing the region's mānuka industry, which is increasing nationally at an annual rate of 30%.

Aquaculture: The Ōpōtiki Harbour transformation project aims to realise economic and social development opportunities from aquaculture space located 8km offshore from Ōpōtiki. The successful operation of the aquaculture space requires access to a year-round, all-tide harbour entrance and for onshore servicing and seafood processing facilities to be based in Ōpōtiki. The Ōpōtiki Harbour transformation project is currently progressing through the validation stage and once complete, central government will consider a full business case for investment. It is estimated that the harbour redevelopment will bring in \$41-55 million per year and generate up to 220 new, sustainable and skilled jobs.

Education and skills: A number of actions have been initiated in this sector, including:

- › A Tertiary Intentions Leadership Group has been established. The group will implement actions, including the development of a framework for secondary school engagement with Māori, showcasing education and employment pathways in the region's key sectors.
- › The ME Programme has launched, preparing young people with the skills they need to be ready for work. A new educational horticultural model by New Zealand Kiwifruit Growers and Katikati College, it also improves the flow of young people into tertiary education and employment by providing schools with integrated industry knowledge and expertise.
- › The Taiohi Discovery Tour is being delivered in partnership with Tai Wānanga and DairyNZ. Students are presented with an all-encompassing look into New Zealand's primary industries, from paddock to market.
- › The first cohort of 20 trainees graduated from the Workforce Development Centre, Te Pou Oranga o Whakatōhea. Eight students have been employed while some are continuing to complete educational units.



Bay of Connections covers

34,000 square kilometres

of land and sea, and includes the wider Bay of Plenty, Taupō, Rotorua, and Western and Eastern Bay of Plenty.



Visitors experience Te Puia on geothermal ground in Rotorua. Credit: Chris Williams

Bay of Plenty

Forestry and wood products: Central North Island is New Zealand's hub for forestry and related processing. The region has the potential to compete internationally in processed wood product markets. Work underway includes Forest Economic Advisers research on New Zealand opportunities for engineered wood products.

Geothermal: Most of the useable geothermal resource in New Zealand is located in the Bay of Plenty. Existing geothermal energy suppliers are keen to support development projects. Work is continuing to grow the direct use of geothermal energy and to identify barriers to growth. A Start to Steam geothermal workshop for Māori trusts was held in May 2017 to explain the geothermal value proposition.

Horticulture: The horticulture sector in the region is well-established. Next steps involve work to unlock Māori land for the use and expansion of kiwifruit production.

Māori Land Utilisation: Development of the Māori economy in the Bay of Plenty is fundamental to achieving region-wide growth. He Mauri Ohooho is the Māori Economic Development Group for the Bay of Plenty and is New Zealand's first regionally-coordinated Māori Development Strategy. The strategy strives to improve the health and wellbeing for Māori in the region. Other work focused on Māori land use includes Cluster Projects for the Eastern Bay Dairy Cluster and Te Puke Horticulture Cluster which aim to improve the productivity of Māori land.

Regional visitor economy: A regional visitor economy strategy is being developed and regional priorities aim to support the sector to grow to a \$2.5 billion industry by 2030. The outcome of the project will be four sub-regional strategies, one regional strategy and a set of agreed regionally-led priorities supported by industry, iwi, RTOs, EDAs, central and local government.

Water: Water underpins growth opportunities across most of the key industries in the region. A water strategy for the region is being developed to ensure this resource is responsibly managed.



The Bay of Plenty generates
6.1% of New Zealand's GDP, or
\$11.5 billion.

CASE STUDY

Kawerau Container Terminal Research Project

Central and local government, industry, Māori business groups and researchers came together to fund and complete a research project into the viability of a container terminal in Kawerau. The research assessed whether a container terminal would improve supply chain efficiency to market. It found that 88% of all containers will be moved more efficiently on rail while travelling to the Port of Tauranga. Using the container terminal and rail from Kawerau could save \$100-250 per container and the economic impact would equate to an estimated saving of \$1.85 million-\$2.77 million per year, plus environmental and social benefits. The research shows that road safety would be improved and maintenance costs would fall as there would be about 35,000 fewer heavy vehicles annually – removing more than 80 trucks a day from SH2. It's also great news for the environment as CO2 emissions would be reduced by as much as 6,000 to 16,000 tonnes per annum. As a result, Industrial Symbiosis Kawerau is advertising for registrations of interest to build and operate the container terminal.

HOW TO GET INVOLVED

Toi Moana Bay of Plenty Action Plan is led by the Bay of Connections. You can contact them at: info@bayofconnections.com

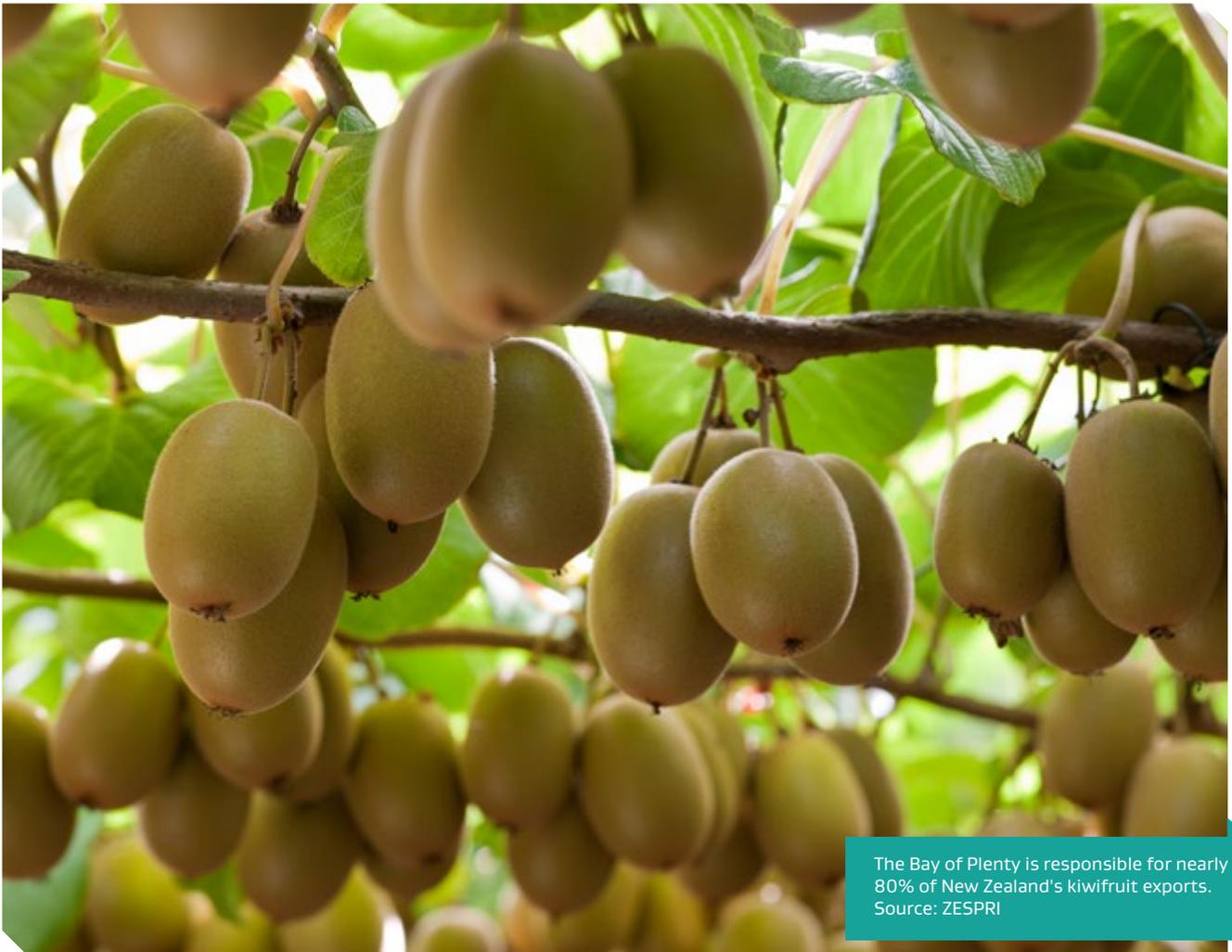
You can find more information on their website: www.bayofconnections.com

CASE STUDY

Omaio

The Bay of Plenty is responsible for nearly 80% of New Zealand's kiwifruit exports. Good soils, climate and growing conditions provide opportunities for early season fruit that generate premium sales and profits. Omaio, near Te Kaha in the eastern Bay of Plenty, has been identified as a key location for land use development – there is potential to transform 150 hectares of low productivity land into high value kiwifruit orchards. The project aims to create 100 new jobs for the

community, with the Ōpōtiki District Council committing to rates relief for the landowners. Part of the project is for trustees to participate in a governance and leadership development programme. "I feel confident in my skills and capabilities to make informed land use decisions," says one landowner trustee. "We are never going to sell our land and it is a huge responsibility to ensure it is managed appropriately for the wellbeing of my whānau."



The Bay of Plenty is responsible for nearly 80% of New Zealand's kiwifruit exports. Source: ZESPRI

Gisborne/ Tairāwhiti

Gisborne/Tairāwhiti has several natural assets that are key to its economic growth. These include fertile soils, freshwater resources and a warm climate. The region is recognised for its rich bicultural and historical heritage, providing the foundation for its flourishing tourism sector.



Gisborne

GDP per capita: **\$36,955**

Population: **47,900**

Labour force participation: **69%**

*Data is from 2016 and has been rounded

He Huarahi Hei Whai Oranga - The Tairāwhiti Economic Action Plan was launched in February 2017. Its vision is for the region to work together to harness its natural and human resources for economic change.

The action plan was launched alongside Kimihia he Oranga – the Tairāwhiti Māori Economic Strategy. Kimihia he Oranga, discusses a tiered approach to creating economic prosperity for Tairāwhiti whānau/families. Several themes from Kimihia he Oranga are incorporated in the action plan. At the year ending 13 June 2013, 48.9% of the region's population identified as being of Māori ethnicity.

The Tairāwhiti Economic Action Plan has four themes:

- › **Tapping our potential** – Adding value and increasing production in sectors such as wood processing and mānuka honey, and through irrigation.
- › **Promoting our place** – Growing Tairāwhiti tourism to attract visitors and provide for the rise in forecasted tourism numbers.
- › **Connecting with people and markets** – Upgrading state highways and improving digital connection to improve access and connection to markets.
- › **Building our capacity to support business** – Growing skills and labour to support business, and to benefit from the growing horticulture and tourism sectors.

Key projects include:

- › Exploring the feasibility of a mānuka nursery and investing in a prototype apiary information and land management

tool, in partnership with the Ngāti Porou Miere honey collective.

- › Several initiatives to support Tairāwhiti tourism, including support for:
 - development of the Cook and iwi landing site for the 250th commemoration of Cook's first landing in New Zealand, and
 - growing Māori capacity to deliver cultural tourism.
- › A roading package designed to improve access to specific Tairāwhiti tourist areas and a prioritised regional Land Transport Plan.
- › A range of initiatives to support business grow the regional economy and provide pathways to employment, including:
 - Development of the Tairāwhiti Youth Employment Strategy – the strategy focuses on training and upskilling workers for practical, lifelong employability skills and also working together with employers to meet their labour needs.
 - Working with business and tertiary providers to identify skill sets needed in growth industries, such as horticulture and forestry.

The Action Plan launch coincided with changes to the Gisborne region's Erosion Control Funding Programme. The changes have the potential to contribute to economic growth by providing for a wider range of measures to manage erosion in the region.

HOW TO GET INVOLVED

You can find more information at:

www.aktivatetairawhiti.co.nz



Makorori i te tōnga o te rā – Makorori at sunset.

Hawke's Bay

The Hawke's Bay has a diverse economy of strong primary industries, tourism and manufacturing. Business services supporting these sectors are the second largest contributor to regional GDP, followed by commercial services, and public and community services. The Port of Napier is a major export and transport hub on the east coast, and provides opportunity to get product direct to market.



Hawke's Bay

GDP per capita: **\$42,366**

Population: **161,500**

Labour force participation: **66%**

*Data is from 2016 and has been rounded

Matariki – Hawke's Bay Economic Development Strategy and Action Plan was launched in July 2016.

Matariki is a regional economic strategy developed in partnership with Māori. Māori partners are represented by Te Kāhui Ōhanga o Takitimu – a collective of Ngāti Kahungunu Iwi and Hapū post treaty settlement groups committed to driving economic development in Hawke's Bay. Māori economic goals are reflected in the Action Plan's vision that "Every household and every whānau is actively engaged in, contributing to and benefiting from, a thriving Hawke's Bay economy."

The plan identifies six strategic directions to achieving a thriving Hawke's Bay economy:

- › **Improve pathways to and through employment** – ongoing, regular paid employment is a significant driver of improved community wellbeing.
- › **Identify and support existing businesses wanting to grow** – focusing on 'growing their own' for regional job growth and higher median incomes.
- › **Promote greater innovation, productivity and agility** – allow for a sustainable and exciting economy.
- › **Become a beacon for investment, new business and skilled migrants** – an important stimulant of economic growth in the region.

Matariki, the region's Action Plan, is named for the Maori new year – a time of **celebration, reflection and planning**.

- › **Lead in the provision of resilient physical, community and business infrastructure** – managing infrastructure development, digital connectivity and managing climate change impacts.
- › **Enhance visitor satisfaction and increase spend** – grow Hawke's Bay as a premier visitor destination.

Following the launch of Matariki, work is well underway on three key projects:

- › Delivering 1,000 new jobs over three years through Project 1000.
- › Improving access to the Port of Napier to increase regional economic performance.
- › Expanding the National Aquarium, including the development of marine research and education involving marine science.



While the Hawke's Bay region is known for its horticulture production, **the manufacturing industry contributed 13.9%** to regional GDP.

HOW TO GET INVOLVED

Matariki is led by the Matariki Governance Group which is made up of local councils, iwi and business with support by a Programme Manager. You can contact the Programme Manager at: alister.king@hbrc.govt.nz

You can find more information at: www.hbreds.nz

CASE STUDY



Project 1000

Project 1000 aims to link local people on benefits to 1,000 jobs in industries across the Hawke's Bay region over three years. One aspect of this project involves the Ministry of Social Development and the Eastern Institute of Technology partnering with a grower, Mr Apple, to develop the Employer Link and Learn initiative. Seasonal workers were provided with employment, training and income continuity during a quiet time between thinning and harvesting. This partnership resulted in 45 employees remaining in paid work.

Just one of many successes from Project 1000, this initiative supports employers, and iwi and hapū businesses by working with them to create employer-led solutions to labour supply

issues. The value of Project 1000 is in developing direct relationships with those who create jobs and working with them to meet their business needs and aspirations. It also ensures local people are ready to access these employment opportunities.

As at 28 April 2017, 243 people had been placed into employment through employer-led initiatives. Of those employed, 30% are female and 70% male; 53% are youth and 57% are Māori. This supports the plan's focus on growing Māori participation in economic development and ensuring they also benefit from it.

Taranaki

The dominant feature of the Taranaki region is Taranaki Mouna, the dormant volcano that sits centrally in the region and provides both the region's name and its fertile ring plain. Past eruptions have provided rich and fertile soils, and the mountain's slopes capture and divert the abundant rainfall to the many rivers that flow through the region. The geomorphology of the mountain has also led to ample oil and gas energy resources throughout the region. Mt Taranaki is a spiritually important landmark for Māori and the region is historically significant as one of the earliest inhabited regions by Māori in the country.



Taranaki

GDP per capita: **\$71,297**

Population: **116,700**

Labour force participation: **67%**

*Data is from 2016 and has been rounded

A range of sectors contribute to the current success of the Taranaki region, predominantly dairy, petroleum and minerals, manufacturing and other agriculture. International prices for dairy, oil and gas have declined markedly over the past three years and this has impacted on the region via reduced GDP per capita and reduced average household income.

There is significant scope to increase incomes and employment in the region through diversification of products, investment and increasing the prices for exports. For example, the tourism sector in Taranaki has grown steadily over the past 20 years and has a lot of potential.

The region has launched

Make Way for Taranaki

– a project to prepare an **economic strategy and plan of action** for the next 10 years.

Read more at: makeway.co.nz

The Taranaki Regional Economic Development Strategy is being developed and an action plan is expected to be launched in October 2017.

Six action teams are in progress to form the action plan under the strategy. They cover Future Foods, Energy Futures, Tourism, Liveability/Lifestyle, Māori Economy and Talent, and Skills and Innovation.



In 2017 Lonely Planet judged
**Taranaki the world's
second best**
region to visit in the world

HOW TO GET INVOLVED

The Taranaki Regional Economic Development Strategy is led by a Governance Group which is made up of local councils, iwi and business with support from the New Plymouth District Council.

You can find more information at:

www.newplymouthnz.com



The highly reflective glass exterior of New Plymouth's Govett-Brewster Art Gallery has helped make this a popular visitor attraction for the Taranaki region.

Manawatū-Whanganui

The Manawatū-Whanganui region is defined by its natural assets. It has 18% of New Zealand's grade one soils which leads to its advantage in sheep and beef farming, and horticulture. It is in the enviable position of being able to add to the potential of its primary products through Massey University and agricultural research institutions which are located in the region. It also has significant tourism potential with its two national parks, ski fields and the volcanic plateau.



Manawatū-Whanganui

GDP per capita: **\$40,645**

Population: **236,900**

Labour force participation: **66%**

*Data is from 2016 and has been rounded

The natural and cultural assets of Manawatū-Whanganui are impressive and attract high numbers of visitors to the region, in particular the Whanganui River and Mount Ruapehu. The region is working to expand its tourism offering and increase high-value visitor nights – with a focus on distinctive tourism offerings with a connection to cultural values and the land.

The Accelerate25 Manawatū-Whanganui Action Plan was launched in August 2016. The Action Plan identifies nine opportunities and four enablers to growing the regional economy. The opportunities are:

- › **Tourism and visitor services** – leverage natural assets like the volcanic plateau and the Whanganui River.
- › **Land use optimisation** – better assessment and utilisation of land.
- › **Mānuka honey** – create a resilient and scaled mānuka sector in the region.
- › **Poultry meat production** – leverage off domestic growth and develop the emerging export market.
- › **Quality care and lifestyle for older people** – transform Levin into an aged friendly community.
- › **Call centres** – sustain and expand the call centre sector in the region. The Ministry of Social Development has placed 86 clients into call centre work in the past year.

- › **Food HQ** – increase research and development investment in the region.
- › **Fresh vegetables** – focus on increasing the export of fresh vegetables.
- › **Te Pae Tata** – realise Māori potential under a number of opportunities. This opportunity connects with Te Pae Tawhiti, the Māori Economic Development Strategy for the region.

CASE STUDY

The Whanganui port

A business case to ensure the Whanganui port's long term sustainability is currently in development and due by mid 2017. While the Whanganui port presents real potential for the region, it also has unique challenges – it is located at the mouth of a river and is tidal in nature. The epicentre of action is at the marine precinct at the northern section of the port, and while there are already a number of successful businesses in this area, there is scope for more growth. As business increases around the port, there is opportunity to marry this with training to help meet the increased demand for skilled workers in the region.

This work also aims to strike the right balance of the river and port being a centre for economic activity, as well as a spiritual and cultural home.



Sheep farming in the Manawatū – Whanganui.

The enablers include:

- › **Growing business** – improve small business capability.
- › **Skills and talent** – upskill workers to meet local skills demand.
- › **Distribution and transport** – focus on improving regional roads and revitalising the Whanganui Port.
- › **Digital connectivity** – support the roll out of ultra-fast broadband and mobile blackspots.

Implementation of the Action Plan is overseen by the Accelerate25 lead team which includes regional and local councils, business, iwi representatives and central government. Each project has a dedicated project team responsible for realising the opportunities within the Plan.

HOW TO GET INVOLVED

Accelerate25 is led by the regional council, Horizons. You can contact them at:
help@horizons.govt.nz

You can find more information at:
www.horizons.govt.nz/about-our-region-and-council/regional-growth

CASE STUDY

Farm stock water reticulation system

A report into the economic and environmental benefits of installing an on farm stock water reticulation system has received overwhelmingly positive feedback from farmers – “just do it” they say. The report focused on 11 farms across the country, with five in the Manawatū-Whanganui. The report found that the rate of return over a 20 year period was 40 per cent, with the system on average paying itself back over three years.

The system also gave peace of mind to farmers during a drought – they’d only have to worry about feed, not water. Stock water reticulation and the associated subdivision made implementing environmental plans easier, especially when fencing off waterways. Next step is a number of workshops in the region to highlight to farmers the numerous benefits of installing a stock water reticulation system.

West Coast

The West Coast has abundant natural resources, with a large proportion of its land area in the conservation estate. The region is dependent on dairy farming and milk processing, and minerals extraction, with tourism a third significant sector.



West Coast

GDP per capita: **\$48,156**

Population: **32,500**

Labour force participation: **67%**

*Data is from 2016 and has been rounded

Franz Josef, Fox Glacier and Punakaiki's Pancake Rocks are major tourism offerings. There is potential to develop other tourism attractions, including walking and cycle trails.

The Tai Poutini West Coast Growth Study was released in September 2016 and an action plan will be launched in July 2017. The action plan includes five priorities for the region: growing the West Coast visitor economy; making it easier to invest and do business; supporting economic diversification; improving connectivity and infrastructure; and better economic development support. The plan provides an opportunity to facilitate further economic diversification, enhance the attractiveness of the West Coast as a tourism destination, and increase the length of visitor stays.



The West Coast extends more than **500 kilometres** along the western side of the South Island and is the **longest region in New Zealand**. Its length is almost the same as the distance between Auckland and Wellington but only a narrow strip of land is liveable.

Particular initiatives include:

- › Extending the Hokitika Gorge, future proofing infrastructure in Franz Josef and Punakaiki, and completing the West Coast Wilderness Trail.
- › Improving economic development support.
- › Growing the digital economy.
- › Improving the efficiency of the minerals consents regulatory approvals process.
- › Investigating a sustainable whitebait fishery and a social enterprise pilot in Karamea.

HOW TO GET INVOLVED

The West Coast Regional Council will lead the implementation of the Plan. You can contact them at: info@wcr.govt.nz

You can find more information here:

www.wcr.govt.nz



Whitebaiting is part of life in the West Coast – there is a lot of interest in realising its economic potential.

Canterbury

Canterbury is home to New Zealand's second largest city and the highest mountain in the country, Aoraki Mt Cook. Rebuild activity and expansion in the construction sector following the earthquakes in 2010-11 and 2016 has contributed to Canterbury's GDP growth which is significantly higher than the rest of the country. Approximately 60% of the rebuild has occurred in Christchurch, with rebuilds commencing in Kaikoura and Hurunui. The estimated total construction rebuild, including non-Government spend, will be \$32 billion. Of this, spending is 65% complete at 31 December 2016.



Canterbury

GDP per capita: **\$55,727**

Population: **600,100**

Labour force participation: **72%**

*Data is from 2016 and has been rounded

The Canterbury region was included in the Regional Growth Programme in May 2016. In August 2015, the Canterbury Regional Economic Development Strategy was published by the Canterbury Mayoral Forum. The strategy is a plan focusing on what mayors can achieve by providing leadership, facilitation and advocacy. The Canterbury Mayoral Forum refreshed the Canterbury Regional Economic Development Strategy and it was launched in June 2017.

The region has a long-term vision of "A region making the most of its natural advantages to build a strong, innovative economy with resilient, connected communities and a better quality of life for all."

The Canterbury Regional Economic Development Strategy includes seven priority work programmes:

- › Developing an integrated system of regional transport planning and infrastructure by working with sector partners so that the network is more resilient to natural disasters and better able to serve the growing tourism industry and export sector.
- › Improving digital connectivity and extending fast broadband in rural areas.
- › Managing freshwater and irrigation infrastructure by implementing the Canterbury Water Management Strategy – a collaborative solution to sustainable freshwater management.
- › Improving value-added production by embracing opportunities in agri-technology, sustainable food production, value-added food processing, healthcare, medical technology, solar energy, electronics and high-value manufacturing.

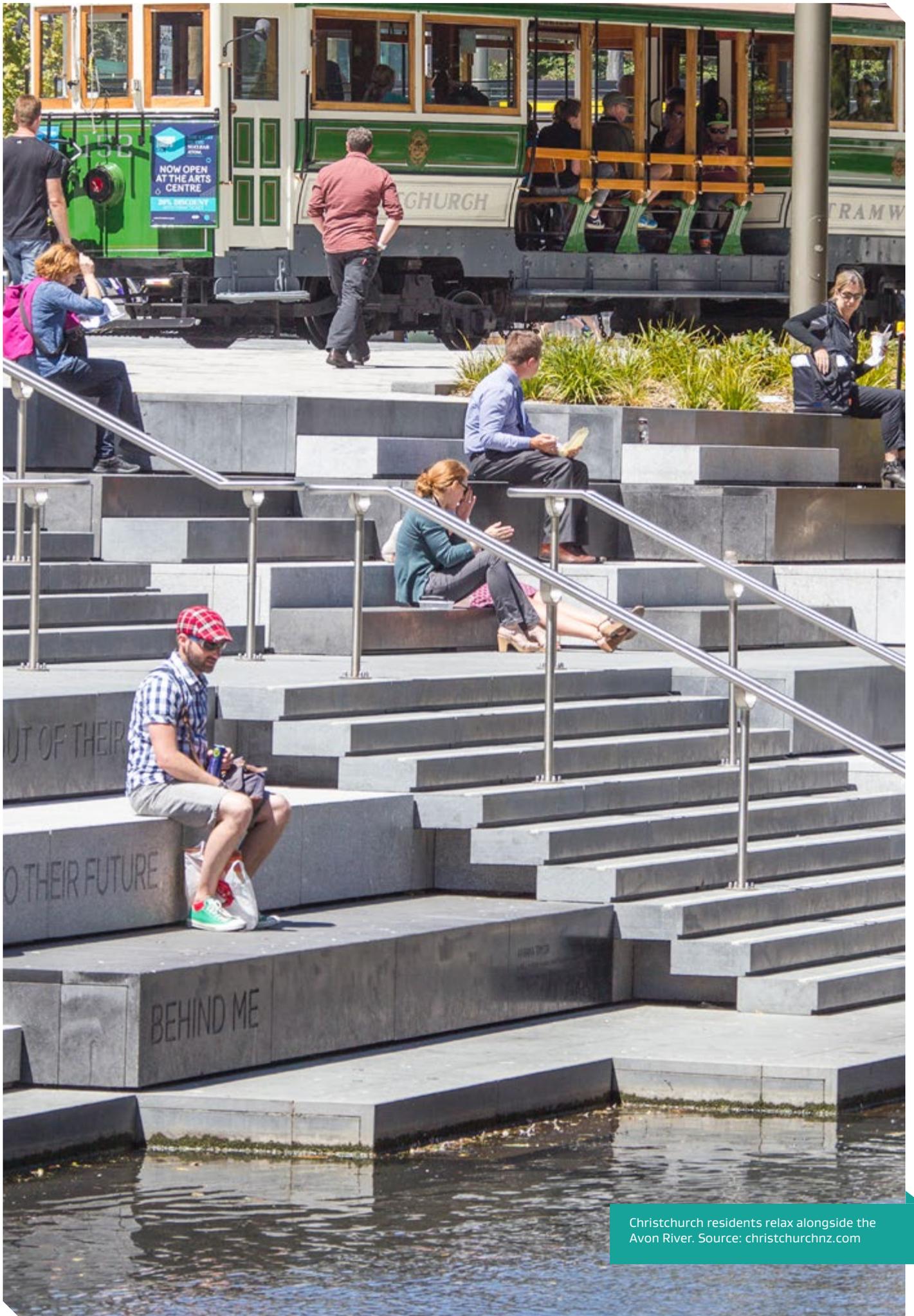
- › Providing education and training for a skilled workforce by aligning the business, education and local government sectors to work together to make Canterbury a great place to study, live and work.
- › Welcoming newcomers and supporting migrant settlement by implementing a work programme that focuses on attracting and retaining skilled workers, ensuring good settlement outcomes for newcomers and cohesive communities.
- › Implementing a regional visitor strategy that grows sustainable tourism, encouraging a wider seasonal spread, dispersing visitors across the region and recovering visitor numbers to Kaikoura and Hurunui following the November 2016 earthquakes.

The immediate objectives for 2017-19 are:

- › Position the Canterbury region for long-term, sustainable prosperity.
- › Progress earthquake recovery and the rebuild in greater Christchurch and North Canterbury.
- › Attract and retain businesses, capital, skilled workers, students and visitors. The Ministry of Social Development is funding \$130,000 to better support youth in the regions.
- › Strengthen and capitalise on interdependencies between the Christchurch and Canterbury economies.

HOW TO GET INVOLVED

The Canterbury Mayoral Forum is implementing the Canterbury Regional Economic Development Strategy. You can find more information and contact them at canterburymayors.org.nz



Christchurch residents relax alongside the Avon River. Source: christchurchnz.com

Southland

Southland's unmatched beauty provides a natural playground – no matter what your passion. As New Zealand's ultimate nature and wildlife destination, its dramatic scenery spans lush rainforests, fertile farmlands and sweeping coastlines. Southland features Milford Sound, Lake Te Anau and the delicious Bluff oyster.



Southland

GDP per capita: **\$52,497**

Population: **98,000**

Labour force participation: **74%**

*Data is from 2016 and has been rounded

In October 2015, the Southland Regional Development Strategy was launched. The strategy was commissioned by the Southland Mayoral Forum and provided a high-level, integrated strategy that unifies the regional development effort. In November 2016 the region launched the Southland Regional Development Strategy – Action Plan. The plan lays out a clear path to diversifying the regional economy, growing the population by 10,000 people by 2025, and strengthening local business.

To help achieve these goals, the region has identified opportunities to grow sectors like tourism, international education, aquaculture and other primary industries. The plan includes nine activity streams: attraction; inclusion/participation; Invercargill rejuvenation; ease of doing business; innovation; primary sector extension; international students; aquaculture and tourism. Its enablers include water; talent and training; transport and digital connectivity.

The region is implementing the plan and project teams have been set up to lead work under the opportunities and enablers.

HOW TO GET INVOLVED

Email: myidea@sords.co.nz

CASE STUDY

International students

International education is now New Zealand's fourth largest export industry and Southland boasts some of the most successful international education programmes in the country. The plan is targeting this growth area as it is projected to increase the region's population, grow the economy and provide social vibrancy in Southland. In 2015 there were 1,470 enrolments from international students, an increase of 18% on the previous year, and a healthy 1.2% of enrolments nationwide. Southland's growth was led by the Southern Institute of Technology, accounting for 82% of the enrolments, and in addition over the past decade seven schools have promoted the region together under the banner of Education Southland.

The Southern Institute of Technology's international students are arriving from an increasing range of countries and Southland schools have welcomed students mainly from China and South East Asia. Alongside the obvious economic

benefits, the students bring diverse cultures and connections to overseas countries, positively changing the face of Southland forever.

Another important component of international education is building and strengthening of partnerships with overseas institutions to pursue a variety of two-way arrangements. The Southern Institute of Technology and schools are involved in several arrangements, generating an increase in student mobility, both of international students coming to Southland and of New Zealand students wishing to experience education overseas.

The plan has the opportunity to widen the scope of the current successful international education operation by encouraging more Southland education providers to join a new collaborative group called the Southern Education Alliance to expand the opportunities, working with Venture Southland and Education New Zealand.



Fishing for blue cod near Stewart Island.
Source: Venture Southland

Southland

CASE STUDY



Pop-up Bluff oyster bar at Bill Richardson Transport World. Source: Venture Southland

Aquaculture

Aquaculture is a key focus of the plan – Southland is blessed with climate and ocean conditions that lend themselves to the sustainable and efficient production of high quality seafood. There is an opportunity to build an internationally competitive industry that will create a range of skilled, non-seasonal jobs for the region. It is estimated that aquaculture will contribute to the Southland economy by

providing \$400 million in revenue, approximately 550 jobs, up to 17 hectares of penned water space and as a result, 25,000 tonnes of product per annum. Central government is supporting the cost of scientific and social research that will determine the environmental and cultural suitability of sites in Stewart Island.

Annex: Regional Actions

This annex lists the opportunity areas and actions that are included in all of the Regional Economic Action Plans launched to date. The Action Plans are living documents though – the opportunities and actions included will be reviewed and refreshed by each region when appropriate. This will ensure regions are responding to changing economic conditions and emerging opportunities.

Northland

 Contributes to He kai kei aku ringa (HKKAR)

Opportunities	Work Area	Actions
Enablers	Improve logistics and transport infrastructure	<ul style="list-style-type: none"> › Connecting Northland (Roading) › Completion of Puhoi to Warkworth › Route protection for Warkworth to Wellsford › Completion of Warkworth to Wellsford.
		<ul style="list-style-type: none"> › Connecting Northland (Roading) – completion of Wellsford to Whangarei section › On-line improvements for Wellsford to Whangarei › Completion of Wellsford to Whangarei.
		Twin Coast Discovery Route Upgrade – improving bridges, layovers and byway signage. (refer also 1.3, Visitor Industry). 
		Stormwater management and flood protection for SH1 north of Whangarei.
		Mangakahia Road is converted and upgraded to a State Highway, enhancing network resilience.
		Advocating to businesses within and outside the region the value of using local port facilities.
		Completing the Kerikeri airport improvements.
		Completing the Whangarei airport improvements.
		Investigation into the options for, and opportunities created by, the relocation of Whangarei airport.
		Ensure region-wide digital infrastructure is available to support key industries
IMPLEMENT THE DIGITAL ENABLEMENT PLAN: Addressing issues of affordability and enhancing the digital skills and capabilities of businesses in the region. 		
Skills and Capability Pathways to Employment Connecting employers with skills Strengthening the education pipeline from secondary to tertiary and through to employment	KAIKOHE GROWTH INDUSTRIES PATHWAY – FOCUS FOR YOUTH NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEETs) 16–24 year olds: A collaborative prototype co-designed with employers to better connect local youth to available jobs in growth industries. 	
	TE HIKU PATHWAYS – FOCUS FOR YOUTH NEET's: A pathway designed with employers to better connect local youth to available job opportunities within local communities. 	

Opportunities	Work Area	Actions
Enablers (continued)	Skills and Capability	WORKFORCE STOCKTAKE AND PLANNING: Shared resource describing current stock of labour and skills in the region and forecasts of additional workforce needed to meet growth expectations.
	Pathways to Employment	
	Connecting employers with skills	
	Strengthening the education pipeline from secondary to tertiary and through to employment	RESEARCH: To better understand primary sector employers' barriers to, and opportunities for, accessing the local labour pool.
	(continued)	QRC TAI TOKERAU RESORT COLLEGE: Hospitality and tourism training college supporting rangatahi from across Northland into a pathway to employment and/or higher education. 
		EMBED VOCATIONAL PATHWAYS: From secondary to tertiary and through to employment. 
		ESTABLISH COMMUNITIES OF LEARNING IN:  <ul style="list-style-type: none"> > Kaitaia > Taipa > Kaikohe > Whangarei > Hokianga
		TERTIARY EDUCATION PRECINCT/CLUSTER IN WHANGAREI: A collaborative arrangement to build a tertiary campus focused on delivery of diploma and degree level education to people in the Northland region. 
	Economic development opportunities from better water use and storage	STRATEGIC OPPORTUNITIES STUDY: Undertake a region-wide strategic study of the opportunities associated with water storage and irrigation infrastructure.
		STRATEGIC AND FEASIBILITY PLACEMENT STUDIES: Determine the most appropriate placement for water storage and irrigation infrastructure.
	CONSTRUCTION: Implement the construction of one or more water storage schemes if viable opportunities are identified in the strategic and feasibility studies.	
Grow a Northland Innovation Network		Build a network of innovators and research providers to support business growth, including a Regional Research Institute.
		Create relationships with tertiary providers and CRIs outside the region to enhance the resources available to the region.
		Develop the Orchard in Whangarei and a Northland-wide Entrepreneurial Ecosystem – business support network. 
Improved regional land information	REGION-WIDE LIDAR DATA CAPTURING PROJECT: To provide detailed geographical information (e.g. digital elevation model) to assist with private, Iwi/Māori and public sector planning and investment decisions. 	

Opportunities	Work Area	Actions	
Land & Water	Develop the forestry and wood processing sectors	MANUKA PLANTING INITIATIVE: Working with numerous land blocks to scope, test, and implement projects that will see landowners plant new high performing mānuka cultivars. Investigating the potential for this to be a pathway to employment for long-term unemployed (e.g. clearing the land, thinning etc).	
	Develop the forestry and wood processing sectors (continued)	A MĀORI FORESTRY COLLECTIVE FOR TE TAI TOKERAU: Establish, test and implement a Māori Forestry Collective for Tai Tokerau focused on collectivising assets to create economies of scale, skills development, employment opportunities and improve investment viability.	
		FORESTRY PROCESSING: Complete an opportunity analysis regarding the establishment of a processing facility located at Ngawha.	
		WOOD PROCESSING: Form a wood processing coalition to diversify and develop export markets.	
	Expand capability and opportunities in agriculture	TE HIKU SHEEP AND BEEF FARMING COLLECTIVE: Explore collaborative business opportunities through the development of a Te Hiku Farming Collective.	
		REGIONAL ECONOMIC VITALITY EXTENSION INITIATIVE: Develop a business case for the provision of on-farm mentors and expert advice to increase profitability.	
	Build capacity and capability in the horticulture land and honey industries	BUILD CAPACITY, CAPABILITY AND PARTICIPATION WITHIN THE HONEY INDUSTRY: Through the collaborative project, Te Nōta – Miere Coalition.	
Sustainable growth and productivity of Māori land	IDENTIFY FRAGMENTED MĀORI FREEHOLD LAND BLOCKS: Support informed decision making by resource owners to increase sustainable production.		
Development of the aquaculture sector	EXPLORE THE OPPORTUNITIES FOR COMMERCIALISATION OF KINGFISH PRODUCTION: Business case completed – next step is completion of Investment Memorandum.		
Visitor Industry	Revitalise Twin Coast Discovery Route	WORK WITH THE REGION TO REDEFINE THE SUB-REGIONAL POSITIONING DESTINATIONS: Workshops and concept testing and finalisation.	
		COMMUNITY AND TOURISM CLUSTER ENGAGEMENT: Establish Steering Group, community engagement and byway applications, byway selection and concept optimisation, byway pilot testing and digital optimisation.	
		PRODUCT DEVELOPMENT AND INVESTMENT: Feasibility studies including attracting new investments, align with TNZ and ATEED marketing activities, working with major partners, NZTA route experience improvements, including byway signage, layover improvements, and two-laning of bridges where required.	
		INTERPRETATION AND COMMUNICATION: Produce interpretation and communications plan, design information hubs, facilitate interpretation across the region, co-operative promotion of sub-regions and byways, incorporation of Pou into byways/trails as iconic entry points.	

Opportunities	Work Area	Actions
Visitor Industry (continued)	Revitalise Twin Coast Discovery Route (continued)	TOWN AND COMMUNITY BYWAY DEVELOPMENT: Produce individual byway development plans, facilitate improvement implementation, recognise community groups through awards programme, second round of byway development, work with NZTA to strengthen byways signage at entry points and layovers. 
	Improve skills and capability to manage and support tourism	Define training needs and opportunities for the hospitality and tourism sectors.
		Ensure that tourism companies are participants with Community of Schools programme.
	Support / leverage private sector investment	Local companies capture the development opportunities and ongoing operational support for the Peppers Carrington Resort development. This work will initially be focused on tourism promotion opportunities. 
	Develop tourism product offerings	Completion of the remaining sections of the Pou Herenga Tai – The Twin Coast Cycle Trail.
		Hundertwasser Art Centre with Wairau Māori Art Gallery – multi-functional, including a main gallery of Hundertwasser’s work and a contemporary Māori Art Gallery. 
		Kaipara cycleways and walkways project. Linking west coast lakes, coastline and forests.
		Manea Footprints of Kupe planned visitor centre in the Hokianga which will tell the story of Kupe. 
Rakau Rangatira – upgrade of tracks and visitor facilities for Tane Mahuta and Kauri Walks, Waipoua Forest. 		
National Park –  <ul style="list-style-type: none"> › Te Roroa Tourism Strategy developed along with a cost benefit analysis of the national park › Progress Waipoua National Park – Understand and satisfactorily address the impact on Kauri dieback of increased visitor numbers. 		
Enhance integrated regional tourism promotion	Regional tourism promotions will be stepped up to a new level of service to better support the promotion of Northland as a tourism destination. This enhanced level of service includes: <ul style="list-style-type: none"> › Marketing and Communications: PR, publications, website and social media › Channel and Trade Relationships › Planning and Product Development Support: strategy, projects, industry and iwi support › Northland Tourism Desk: PR, trade and media visit co-ordination. 	

Opportunities	Work Area	Actions
Specialised Manufacturing and Services	Enhance marine manufacturing capacity	Installation of travel lifts in Whangarei to support the expansion of the marine manufacturing industry.
	Develop the mineral extraction sector	Complete the technical design and validation of resin and wax opportunity.
		Complete the resource consent applications for resin and wax opportunity.
		Support capital raising for resin and wax opportunity.
	Develop digital industry opportunities	Facilitate the landing of the Hawaiki cable in Northland.
		Facilitate the establishment of a data centre.
		Identify and attract appropriate supporting digital industry to the region.

Actions	Opportunities	Work Area
<ul style="list-style-type: none"> Collate existing business cases into a standardised format and publish on various websites and in hard copy. Undertake economic impact and analyses at farm/district level for all five opportunities identified. Identify options for equity/investment funds to provide working capital and create Memorandums of Understanding with investors. Realise the benefits from existing programmes/funds for support at early stages of development. 	<ul style="list-style-type: none"> Expand awareness of alternative land use and investment opportunities. dairy goats, sheep milking, mānuka plantations for honey and oil, free stall dairy barns and biological farming for fresh milk 	Agribusiness
<ul style="list-style-type: none"> Extension of the findings from High Performance Mānuka Plantation trials to expand the region's mānuka estate. 	<ul style="list-style-type: none"> Establish mānuka plantations with a goal of 500ha per year for 10 years. 	Identify mānuka strains suitable for expanding BOP industry
<ul style="list-style-type: none"> Develop a collaborative approach on mānuka-based agribusiness, to provide relevant information and advice to landowners, including mapping of marginal land that would be suitable for mānuka establishment. 		Aquaculture
<ul style="list-style-type: none"> Decision to invest in the validation of the sea farm and harbour development. Meet funding conditions, including: confirmation of harbour cost, ownership, RMA and other consents, viability, Pathway to Work, sea farm viability, provision of supporting infrastructure. Capital raising for sea farm and processing investments. Investment in harbour construction (should it prove to be feasible). 	<ul style="list-style-type: none"> Investigate the opportunities and risks of allowing the commercial farming and sale of trout; and what would be required to achieve a regulatory change if it was decided to proceed. Ensure resource consent process is clear for implementation. Determine capacity of current operations to supply seed stock, e.g. eggs, fingerlings. 	Commercial trout farming

Opportunities	Work Area	Actions	
Aquaculture (continued)	Commercial trout farming (continued)	Develop technical/how-to guide for commercial farming, such as how to access capital equipment, brood stock and science expertise.	
		Develop economic benefits picture, for example jobs, value add, factories, transport needs.	
		Identify locations for potential trout farming, such as land-based, fresh water and sea-based.	
Education and Skills	Enhance regionally-relevant tertiary education provision, including education pathways	Establish an education leadership and advocacy group to implement the BOP Tertiary Intentions Strategy. Improve post-secondary education and research outcomes, and oversee the development of a regional youth strategy.	
	Development of youth/rangatahi education and skills strategy	The BOP education leadership and advocacy group to develop a brief for, and oversee development of, a Bay-wide youth/rangatahi education and skills strategy, focused on the needs of the region's young Māori.	
	Engaged Mokopuna providing future workforce for growing regional industries (Horticulture/Aquaculture)	Develop partnerships between industry and iwi through secondary schools, including initiatives such as internships, experience days, exchanges and scholarships.	
		Develop contextualised learning resources for schools based on regional industry.	
		Develop schools of excellence at appropriate locations to be identified.	
		Financial support for relief teacher time.	
	Develop teachers' understanding of local industry (Horticulture/Primary Industries)	Support for Mokopuna future workforce programmes.	
		Undertake a programme of teachers' experience days.	
		Develop a resource that is updated regularly to keep teachers up-to-date with industry developments, information, facts, figures and innovations.	
Forestry and Wood Products	Improve market access for processed wood products	Develop strong on-shore capability through an annual conference on engineered timber and VIP visits.	
		Update design/engineering standards for engineered wood products.	
		Resource a NZ engineered wood programme centred at Scion Innovation Park by establishing a network of capability incorporating relevant agencies.	
		Investigate provision of market R&D funds for emerging technology markets.	
		Partner with NZTE Capital Team to encourage investment ow from FDI.	
		Identify and address existing barriers to export market development.	

Actions	Work Area	Opportunities
<p> Support Toitu te Waonui afforestation initiative, including assisting Maori entities in investigation of alternative land use; facilitating processes for large scale land aggregation; considering afforestation grants; funding support for commercial preparation work (e.g. developing of investment prospectus).</p> <p> Investment in development of indigenous species plantations for high-value, commercial rotations (eg kauri veneers).</p>	<p>Afforestation</p>	<p>Forestry and Wood Products (continued)</p>
<p> Identify and prioritise 10 geothermal-symbiotic industries, with five companies (50 in total) targeted for investment and action plan developed.</p> <p> Document business model for distribution and attract businesses to geothermal use, eg. the 'Kissing Frogs Model'.</p> <p> Develop Geothermal 101 (Start to Steam), including governance training for Maori trusts.</p> <p> Research commercial feasibility of recovering products from geothermal brines and other elements, including economics of plant design and integration. Develop report on the top 10 targets.</p> <p> Develop and operate NZ centre for direct-use research and communication.</p>	<p>Business investment targets</p>	<p>Geothermal</p>
<p> Promote kiwifruit as an opportunity for iwi/trusts and develop assessment tools to identify suitable land to increase productivity.</p> <p> Undertake a strategic water resource assessment and validate development opportunities for increasing kiwifruit production in the area.</p> <p> Undertake a strategic water resource assessment and validate development opportunities for increasing kiwifruit production in the area.</p> <p> Increase productivity of Maori land through trustee up-skilling</p> <p> Develop a programme focused on management of investments, financial literacy, understanding industry reports, understanding marketing and opportunities, orcharding technical attributes, capability, business and innovation planning.</p> <p> Develop concept, process and model, including pastoral care aspects, selection criteria and promotion to increase Maori employment in the industry.</p> <p> Establish a programme for each iwi group/area incorporating candidate selection, pastoral care support, pre-employment and skill training. Provide support for first six months or until worker established in permanent role.</p> <p> Purchase green and gold orchard and develop programmes for induction and up-skilling the local workforce.</p>	<p>Unlocking Maori land for horticulture</p> <p>Omaio kiwifruit expansion</p> <p>Te Kaha kiwifruit expansion</p> <p>Increasing productivity of Maori land through trustee up-skilling</p> <p>Development of Maori internships and long-term training programmes</p> <p>Industry partnership between iwi and employers to develop full-time positions – target 180 workers</p> <p>Develop training and demonstration orchard for Maori orchardists, trustees and workforce training</p>	<p>Horticulture</p>

Opportunities	Work Area	Actions
Horticulture (continued)	<p>Recognise talented Māori growers in the community</p> <p>Increase labour resources through improving the perception of employment in the horticulture industry</p> <p>Provide training support for Te Kaha and East Cape residents</p>	<p>Celebrate success of talented Māori Young Grower of the Year Competition.</p> <p>Increase auditing of labour conditions. Labour contractors to become members of the Master Contractors Association.</p> <p>Run programme selecting and supporting candidates with training programmes delivered by BOP Polytechnic.</p>
Māori Land Utilisation	<p>To build a Māori land eco-system to support optimisation</p>	<p>Appropriately resource the coordination capacity required to implement this action plan.</p> <p>Establish and maintain a stocktake of Māori land utilisation initiatives both nationally and within the region.</p> <p>Enable knowledge transfer that effectively provides updates on this action plan, shares learnings, showcases success and draws new ideas into the region.</p> <p>Match existing government co-investment programmes with Māori land optimisation and downstream value chain opportunities.</p> <p>Develop a land-use optimisation toolkit to assist Māori Trusts and landowners.</p>
	<p>Māori Land Cluster Project – engage and support Māori land optimisation at enterprise level</p>	<p>Engage and support five land cluster projects that seek to fast-track optimisation and innovation; one cluster for each sub-region.</p> <p>Undertake sector benchmarking and understand potential of Māori land optimisation</p> <p>Establish industry partnerships, undertake benchmarking of Māori Trusts, develop and implement performance improvement programmes.</p> <p>Draw on successful governance and competency diagnostics programmes and facilitate action plans to increase Māori governance and operational capacity and capability.</p>
	<p>Build Māori governance and operational capacity</p>	<p>Engage key stakeholders, complete an inventory of underutilised land, identify trusts and options, and support landowners to develop a pathway to improved productivity.</p>
	<p>Māori youth skills capability</p>	<p>Establish a greater uptake by Māori youth in skills and development training that aligns to employment opportunities through youth incubator, scholarships, internships, youth ambassador, and integration into existing sector initiatives.</p>
Visitor Economy	<p>Develop collaborative regional tourism mechanisms to support growth of visitor economy to \$2.5bn by 2030</p>	<p>Establish framework for RTOs, Māori RTOs and EDAs to determine how strategies can be enhanced through closer collaboration and what value a regional tourism initiative would deliver.</p>

Actions	Work Area	Opportunities
<p>Explore options to accelerate strategic cycle trail development.</p>	<p>Cycling (special interest tourism)</p>	<p>Visitor Economy (continued)</p>
<p>Collaborate across regional entities to create world-class multi day rides linking districts where possible.</p>	<p>Work with Cycle Trail NZ to get proposed cycle trails onto the Great Rides list.</p>	<p>Bay of Plenty wellness strategy</p>
<p>Establish multi-disciplinary team to develop strategic options and programmes to be trialled in target sub regions and then rolled out across the region.</p>	<p>Develop better business case for sub-region wellness programmes.</p>	<p>Water</p>
<p>Review and update NZ Land Use Data to enable landowners to validate development opportunities, including mapping the current state potential against future land use types.</p>	<p>Resource data – soil</p>	<p>Resource data – water</p>
<p>Undertake precision soil mapping of key regional areas to enable existing landowners to increase production within sustainable limits.</p>	<p>Develop and publish a Water Data Strategy for the region to enable landowners to identify and implement investment plans.</p>	<p>Water bottling export industry</p>
<p>Work with existing industry players (Otakiri Water, Antipodes Water and Living Water) to understand industry growth potential and key constraints.</p>	<p>Undertake strategic assessment and validation of Rangitai Plains Irrigation</p>	<p>Rangitai Plains Irrigation</p>
<p>Undertake strategic assessment and validation of development opportunities for increasing Raukoko Community Water Supply.</p>	<p>Undertake strategic assessment and validation of development opportunities for increasing Raukoko Community Water Supply.</p>	<p>Raukoko Community Water Supply</p>
<p>Key stakeholders and government identify and agree on how best to initiate and accelerate development of the Freshwater Centre as a key to enabling infrastructure for wider land use development and change to occur.</p>	<p>Centre of Excellence – Rotorua</p>	<p>Key stakeholders pursue co-location of appropriate activities (e.g. laboratory testing and field station) as a first step.</p>

Actions	Work Area	Opportunities
<p>Secure anchor downstream processing tenant for site.</p> <p>Demonstrate capability for WFT to operate at small scale.</p> <p>Complete feasibility for distributed wood processing model adjacent to remote East Coast forestry resource (part of East Coast Wood Logistics Solution).</p> <p>Secure capital for full scale WFT, recommissioning of the Prime sawmill and attracting other wood processing opportunities.</p> <p>Reactivate the Prime site with a wood processing cluster.</p>	<p>Growing wood processing locally</p>	<p>Tapping our potential in primary production</p>
<p>Run a managed aquifer recharge pilot operation alongside mana whenua.</p> <p>Identify an appropriate system of managing and allocating water from the managed aquifer that incorporates mana whenua and community values.</p> <p>Build and roll-out managed aquifer recharge project and irrigation system.</p> <p>Research and invest in a large water recycling plant.</p>	<p>Ensuring long-term sustainable water for horticulture</p>	
<p>Research and identify waste stream management options for horticultural processing including:</p> <ul style="list-style-type: none"> > large waste compaction plant > bio gas plant > fertiliser / soil conditioner plant. 	<p>Developing a cutting-edge apiculture sector</p>	
<p>Employ a land advisor and prepare a strategic plan for the development of the Tairāwhiti mānuka honey sector.</p> <p>Develop a business case for a scalable in-region mānuka honey extraction, storage, processing and bottling facility.</p> <p>Provide clear vocational pathways for beekeepers and ensure appropriate training is available locally for labour, science and technology, partners and investors.</p> <p>Build a mānuka honey collective as the lead vehicle to recruit up to 1,700 hives per annum from 2017.</p> <p>Establish an East Coast mānuka nursery to provide stock for apiculture and poles for erosion control and improved use of East Coast land.</p>	<p>Developing a cutting-edge apiculture sector</p>	

Opportunities	Work Area	Actions
Tapping our potential in primary production (continued)	Developing a cutting-edge apiculture sector (continued)	Complete a business case for a regional research institute / mānuka honey centre of excellence based in Tairāwhiti. 
		Complete urgent research needs on optimal apiculture and factors affecting mānuka honey yields. 
		Become the country's premiere producer of mānuka honey stock and products supplying the industry nationally. 
Promoting our place – best place to live work and play	Sharing our story to attract talent, capital and visitors	Develop an authentic Tairāwhiti brand that promotes Tairāwhiti as the best place to live, work and play (incorporating iwi objectives and expertise) and prepare material for first phase roll-out.
		Capture the Tairāwhiti we are proud of in digital content that is available for regional marketing, business attraction, visitor services and heritage promotion.
	Growing our tourism sector	Develop a Tairāwhiti Tourism Plan to identify future opportunities for growth, particularly Māori aspirations to be active members as partners, operators and service providers in the sector.
		Complete key planned tourism infrastructure under the umbrella of the Tairāwhiti Navigations Project. 
		Complete the Cook landing site and iwi encounters project to link to the Navigations Project.
		Situate Tairāwhiti as the host of the core sestercentennial events in 2019 and deliver a series of events of international standard.
		As part of re-engineering Activate Tairāwhiti, develop specific systems and processes to enable Māori to build Māori tourism including: <ul style="list-style-type: none"> › a specialist Māori tourism arm › a Māori tourism fund for technical assistance, capability building, product offerings and regional marketing › a network of Māori tourism operators › tourism sector training with a focus on Māori tourism campaigns.
		Complete feasibility studies on an extended Gisborne-Napier cycleway.
		Complete feasibility studies on options for: <ul style="list-style-type: none"> › Motu cycle trail extension › Te Puia hot springs/wellness centre › extending Oneroa heritage walkway from Midway to Te Kurī a Paoa Young Nick's Head and beyond › visitor services at East Cape lighthouse.

Opportunities	Work Area	Actions
Connecting with people and markets	Improving our transport connections	Upgrade SH 35 and its connecting routes for forestry, tourism and economically under-used land in the region.
		Complete an integrated Tairāwhiti plan to identify transport issues and prioritise solutions that will maximise value to landowners and increase productivity of under-used land in the region.
		Upgrade SH2 inter-regional connections from Bay of Plenty through Tairāwhiti down to Hawkes Bay for horticulture and tourism.
		Improve Port operations in order to better manage the increased log volumes.
		Undertake a comprehensive feasibility study on transport infrastructure to improve economic returns and sustainability of forestry in the north of the region.
		Renovate the airport terminal to accommodate larger flights to and from Wellington and Auckland.
	Extending our digital infrastructure and reach	Accelerate roll out of ultra-fast broadband to all of Gisborne city, as part of UFB1, and approve and prioritise roll out to city fringe areas, including Mākaraka as part of UFB2. 
		Accelerate roll-out of reliable wireless broadband of at least 5mb/sec up and down load speeds to rural schools and townships as part of RBI1, and extend the same coverage to remaining rural areas (including health facilities and farms) as part of RBI2.
		Expansion of mobile phone coverage to blackspots.
	Building our capacity to support business	Growing our people
Implement a regional youth employment strategy with ways to enable young people to meet their potential including: <ul style="list-style-type: none"> › training in entrepreneurial and leadership skills › support programmes for pathways into professions › school leaver tracking and mentoring support › a virtual hub to access youth resources, share stories, celebrate success and stay connected. 		
Deliver training in lifelong employability skills including: <ul style="list-style-type: none"> › License to Work programme › pre-employment assessment (drug ed and rehab) › driver license mentor training › ensuring cultural competencies is part of local training. 		

Opportunities	Work Area	Actions
Building our capacity to support business (continued)	Growing our people (continued)	Support regional trade training, including the Māori-Pasifika Trade Training Programme, to: <ul style="list-style-type: none"> › increase employer participation › improve pastoral care to increase achievement
		Work with employers in key industries (forestry, horticulture, tourism, engineering and transport and trucking) to meet labour needs where they: <ul style="list-style-type: none"> › identify job growth over next five years › need labour matching or have skill shortages › have an ageing workforce › want to implement employment education initiatives › want to attract talent to fill highly-skilled vacancies
		Strengthen partnerships between industry, employers, education and youth through programmes, such as Job FEST Summer Job Search to facilitate movement between education and employment.
		Build the capacity of Māori to deliver cultural tourism offerings by providing local specialist training and support. 
		Deliver a programme to grow Māori contracting businesses to compete successfully in tendering for infrastructure and services contracts. 
		Deliver ICT programmes that enable Māori to participate in ICT as coders, entrepreneurs, students and business people. 
		Becoming a business-friendly region
	Develop systems, processes and information to improve engagement with business customers thinking of investing in Tairāwhiti.	
	Streamline regulatory framework, including planning regulations and building and resource consent.	
	Grow Callaghan and NZTE grants to Tairāwhiti.	
	Work together with iwi to establish co-governance arrangements for economic development that are best for region.	
	Provide funds for: <ul style="list-style-type: none"> › seed capital to support emerging business needs for feasibility › technical advice and assistance to support Māori sector development in priority areas 	
	Establish a business hub to serve all business needs across Tairāwhiti including: <ul style="list-style-type: none"> › a one-stop shop for business information and support › a digital innovation hub to integrate ICT into all businesses and to increase participation in the ICT sector, particularly Māori 	
	Develop business plans to increase Māori participation in key sectors (tourism, apiculture, ICT, agriculture, and horticulture) as co-designers, co-investors and co-owners. 	

Hawke's Bay

 Contributes to He kai kei aku ringa (HKAR)

Opportunities	Work Area	Actions	
Strategic Framework	Areas of Strategic Focus	Undertake a stocktake of the organisations involved in economic development in the region and recommend the regional economic development delivery model to give effect to this strategy.	
		Investigate a business case to government for Hawke's Bay to leverage a sustainable competitive differentiation for long-term advantage.	
		Develop research capability to support the work and provide the evidence base for REDS implementation.	
		Develop measures for monitoring the potential impact and ultimate success of the strategy against the vision, and the principles of the Treaty of Waitangi.	
Improve pathways to and through employment	Improve pathways to and through employment	Project 1000: This project will link local people on benefits to 1,000 new jobs over three years. The jobs would come from across all industries but would be mainly in the horticulture, viticulture, and manufacturing sectors, and through improved alignment of local infrastructure projects. The jobs will be a mix of casual, permanent full-time and part-time positions.	
		Ensure that all major infrastructure development projects (ref action 3.0) are required to consult with and optimise employment opportunities for local people – contributes to Project 1000.	
		Build on existing and create new school – industry – tertiary partnerships to develop vocational pathways for all Hawke's Bay students – contributes to Project 1000.	
	Enablers	Increase the number of youth with drivers licences (especially in areas outside of the main urban centres where access is restricted) to ensure more youth are eligible for employment – contributes to Project 1000.	
		Engage rangatahi in regional economic development (including Māori and regional economic development forums) so they increase their participation to the regional economy – contributes to Project 1000.	
		Conduct a regional mapping project to identify what is happening in the provision of education and employment opportunities for youth.	
		Extend the regional mapping project to other age groups.	

Opportunities	Work Area	Actions	
Improve pathways to and through employment (continued)	Enablers (continued)	Investigate the feasibility of a joint venture agricultural training hub in Hawke's Bay to maximise opportunities for the local workforce to access employment in agriculture – contributes to Project 1000.	
		Explore, design and deliver a future-focussed programme, including digital enablement and internet-based technologies to develop a resilient population who can thrive in an uncertain future – contributes to Project 1000.	
		Undertake agriculture and horticulture feasibility studies to invest in Māori business growth, job creation and workforce development – contributes to Project 1000.	
Identify and support existing businesses wanting to grow	Identify and support existing businesses wanting to grow	Establish a coordinated approach to major infrastructure development projects over the next decade, and partner with industry and education sector to optimise local business growth.	
		Explore the establishment of an incubator for small businesses incorporating a business accelerator programme linked to existing and potential new co-working spaces.	
		Establish accessible business growth services to firms across the region.	
	Enablers	Identify start-ups and high growth firms and identify barriers to growth and local capability.	
		Explore an annual Hawke's Bay Investor Summit to target investor markets to attract embeddable investment in Hawke's Bay.	
		Support the coordinated development of existing and emerging Māori business leadership to maintain and grow participation in the regional economy.	
Lead in the provision of resilient physical, community and business infrastructure	Lead in the provision of resilient physical, community and business infrastructure	Improve access to the Port of Napier to increase regional economic performance.	
		Support the timely implementation of the key strategic initiatives in the Regional Land Transport Plan.	
		Support the combined approach with Tairāwhiti to achieve significant upgrades to SH2 between Napier and Ōpōtiki.	
		Accelerate the deployment of Ultra Fast Broadband throughout the region, in particular to rural communities and marae.	
		Ensure regional and district plans take a coherent and consistent approach to regulating common activities.	

Opportunities	Work Area	Actions	
Lead in the provision of resilient physical, community and business infrastructure (continued)	Lead in the provision of resilient physical, community and business infrastructure (continued)	Investigate a common approach to consenting and regulatory approval.	
		Identify land available to support new business growth by liaising with councils.	
	Enablers	Explore opportunities arising from water storage schemes should they proceed, in order to promote increased regional productivity.	
Promote greater innovation, productivity and agility	Promote greater innovation, productivity and agility	Work in partnership with Iwi and Hapū to identify and support commercial opportunities and to support the innovative and entrepreneurial capacity of Māori.	
		Establish a Regional Research Facility to provide an evidence-base and support decision-making to optimise regional assets through innovation-led productivity growth.	
		Support the expansion of the National Aquarium, including the development of marine research, to create high-skilled science-based employment.	
		Work with primary producers to ensure productivity gains deliver the improved environmental performance required for freshwater reform.	
		Support natural resource users to identify and proactively manage business risks and opportunities arising from a changing climate.	
	Enablers	Conduct a regional natural capital stocktake of primary sector productivity potential.	
Become a beacon for investment, new business and migrants	Become a beacon for investment, new business and migrants	Work with Rocket Lab to develop opportunities to leverage business attraction off their Te Mahia initiative.	
	Enablers	Develop a targeted regional strategy for the attraction of businesses, investment and migrants.	
		Undertake specific food & beverage global opportunity assessments in order to identify new market-led opportunities for Hawke's Bay businesses.	
		Support the establishment of the food and beverage supply chain network based on goat and sheep dairy.	
		Develop an agribusiness programme to identify specific sector issues and opportunities for business development and growth.	

Opportunities	Work Area	Actions	
Enhance visitor satisfaction and increase spend	Enhance visitor satisfaction and increase spend	Improve collaboration between organisations tasked with tourism product development and infrastructure spend and establish a coordinated approach to developing tourism products and a programme of initiatives in order to optimise visitor spend in Hawke's Bay.	
		Develop a Māori-centred tourism group to increase the experience, the spend and employment opportunities e.g. space launch tourism at Mahia Peninsula.	
	Enablers	Improve collaboration between the tourism industry and educational institutes to improve staff training.	
		Support and resource continued collaboration between organisations responsible for events.	
		Undertake a feasibility study for a Napier to Gisborne cycleway.	

Manawatū-Whanganui

 Contributes to He kai kei aku ringa (HKAR)

Opportunities	Work Area	Actions
Tourism and Visitor Services	Destination, marketing and value proposition	Extend the market assessment already undertaken by Visit Ruapehu.
		Prepare a 'Destination, Marketing and Value Proposition' to better define the destination.
		Apply the results of the 'Destination, Marketing and Value Proposition' work carried out in 2016/17 to fill product, service and asset gaps.
		Prepare and apply a coordinated marketing approach with a focus on both domestic and international visitors. Further develop the Visit Ruapehu website and communication tools to better inform the market and to assist to present a commissionable product to the market – particularly to international wholesalers.
	Tongariro Alpine Crossing	Prepare a shared vision for the future of the Tongariro Alpine Crossing. 
		Apply the decisions made as part of the shared 'visioning' exercise to the future management of the Tongariro Alpine Crossing. 
	Local infrastructure	Upgrade water, wastewater and related tourism infrastructure to a standard which meets growth expectations.
	Manawatū Gorge Cycle Trail	Develop a business case for constructing the Manawatū Gorge Cycle Trail.
		Construct the trail.
	Mountains to Sea Cycle Trail	Complete the design and regulatory requirements for the construction of a mountain bike and walk trail from the Tūroa car-park to Ohakune.
Construct the trail between Tūroa carpark to Ohakune.		
Complete the sections of the trail from Horopito to National Park.		
Upgrade the Whanganui river road (SH4) and build the offroad section of this trail.		
Commissionable Products and Services	Expand the range of commissionable products in the area (such as tourism packages).	
Accommodation	Review the range and adequacy of tourism accommodation choices in the area.	
Gateways to National Parks	Investigate the feasibility of establishing "Gateways" to provide identity, access points and interpretation services for visitors. 	

Opportunities	Work Area	Actions	
Tourism and Visitor Services (continued)	Extend the use and enjoyment of the Conservation Estate	Scope improvements and options for increasing the range of tracks, huts and other services and facilities in the Tongariro and Whanganui National Parks.	
		Design and upgrade agreed tracks, huts and other services and facilities in the Tongariro and Whanganui National Parks.	
	World Heritage Park	Develop a marketing campaign around the parallel volcanic features of the Hawaii/Tongariro World Heritage Parks to leverage joint tourism.	
	Army Museum	Establish a pre-European conflict 'NZ Warrior' experience at Waiouru. Explore the future plans of the Waiouru Defence Area for the possible development of a publicly available outdoor army experience.	
	Whakapapa Village	Investigate the merit of creating an optimal spatial footprint and community development plan for Whakapapa Village and thereby help the Village play an expanded role in delivering cultural, heritage, transport and gateway functions.	
Land Use Optimisation	Information sharing to support land use decision making	Develop a pilot information sharing portal to assist farmer decisions about investment in prosperity generating land use options.	
		Establish a pilot benchmark approach to assist farmers to compare their performance in a range of localities throughout the region.	
		Design and test the effectiveness of the transfer of knowledge and information between members of a small number of new style farmer discussion groups.	
	Stock water reticulation	Commission an economic evaluation of stock-water reticulation on a nationally representative case study range of 11 farms – of which four are in the Manawatū-Whanganui Region.	
		Undertake a pre-feasibility study on a potential Tutaenui community irrigation and stock water scheme.	
	Water availability	Document the availability of water supply resources in the region, farmer demand for additional water and/ or areas where water resource information is not well understood.	
	High margin/low volume specialist and innovative crops and products	Prepare project briefs for particular pilot projects, e.g. goat and sheep milk processing.	
		Invite interested parties to make applications (under existing contestable funding arrangements) for support to implement briefs prepared for particular pilot projects.	
	Farm succession planning	Build on work developed by the Institute of Directors to provide farmers with more information and case study examples of successful succession planning.	
	Irrigation	Research the feasibility or undertake pre-feasibility design work on potential community irrigation schemes.	

Opportunities	Work Area	Actions	
Land Use Optimisation (continued)	Shifting the bell curve of dairy farm production	Consider the potential applicability to the region of examples developed in Northland (and others developed by DairyNZ as part of the Dairy PGP and elsewhere) to assist the Manawatū-Whanganui region.	
	Provenance-aligned, 'regionally sourced', value-added food production and branding	Further explore the case for developing branding/quality control systems to better reflect the sustainability credentials and 'traceability' image which may be associated with selected products from the region.	
Mānuka honey	Mānuka honey – regulatory standard	Continue with the research required to develop a draft regulatory standard defining what constitutes mānuka honey and promulgate that standard.	
	Land suitable for use for mānuka plants	Collate existing information about the extent of in situ mānuka plants and the extent of land with suitability (economic and environmental) for mānuka planting. Make this information available on a suitable website.	
	Sustainability benefits of mānuka planting	Process applications for grants from existing contestable funding sources for further use of mānuka planting to assist with erosion management or climate control.	
	Other current government mānuka honey commitments	Work with the sector on the 'Industry Agreement for Biosecurity Readiness and Response', support the High Performance Mānuka Plantations PGP programme, support the Apiculture Surveillance Programme, support industry-led projects using the Sustainable Farming Fund, support the planting of mānuka for erosion control and/or carbon sequestration under the Afforestation Grants Scheme and the Erosion Control Funding Programme, and generally work with science providers to improve knowledge of mānuka's qualities as a commercial species and for use as a plantation crop suitable for sustainable management of steep or eroding land.	
	Regional Plan – treatment of land management for mānuka planting	Examine the extent to which the Horizons One Plan (RMA regulatory regional plan) provides for mānuka planting and examine the need for a change to this plan if this need is confirmed.	
	Commodity levy, branding and further research	Consider developing and implementing a case for a commodity levy to support further research and advocacy.	
	Collaborative approaches to mānuka honey production	Consider contributing to discussions among like-minded land owners about opportunities for collaborative catchment approaches to honey production.	
	Centralised mānuka honey processing	Consider the merit of assisting the establishment of centralised processing, retailing and a honey tourism centre.	
Poultry Meat Production	Information sharing to support land use, market focus and partnership	Undertake a market opportunity assessment, consolidating the work already undertaken by the project team. Formalise an entity to undertake this work.	
	Recruitment of a market partner and development of a complete feasibility study	Assuming the above assessment generates positive results, complete a poultry meat export feasibility study with a particular focus on exploring capital raising options, scale and processing location options, market entry and trade matters and the structure of the likely final business entity.	

Opportunities	Work Area	Actions
Quality Care and Lifestyle for Older People	Create a Master Plan	Collaborate to develop a 10 year 'Master Plan' model exploring the suitability of Levin as a location to invest and test new technologies, spatial planning, skills, facilities, shared funding (public, private individual financial contributors). 
	Innovation hub	Following confirmation of the viability of the Master Plan and noting the need to further develop the physical, cultural, service and support infrastructure required to implement the proposed new model, the next stage is development of an Innovation Hub. This would be a centrally located 'workshop' for prototyping and developing operational models.
	Delivery	Developing and delivering projects to apply the prototypes developed by the innovation hub to transform Levin and other suitable towns and cities into affordable and enjoyable places for meeting the quality care and lifestyle needs of aged individuals. 
Business Process Outsourcing: Call Centres	Customer 'lead generation'	Sustain, expand, support and generally contribute to the success of the marketing efforts of the 'Lower North Island Contact Centre Cluster' – with a particular focus toward the Australian and UK markets.
	Grow talent pool	Allocate 86 training places to beneficiaries for potential inclusion in call centre and administration training programmes and align these programmes to meet sector demand throughout the year.
	Project execution and expanded reach	Give further consideration to the employment of a Contact Centre Specialist to help lead project and attraction activity. Development of a pilot facility for use by potential customers and further development of the Lower North Island Contact Centre value proposition – with an emphasis toward quantifying all points of assistance which would help new contact centre businesses get established.
Business Process Outsourcing: Food HQ	Client exemplar	Provide co-funding to accelerate the R&D activity of Proliant in New Zealand. (Food HQ is now engaging with Proliant to determine what the next research project is likely to be).
	Improve market penetration	Provide co-funding to identify and secure a specialist multi-national company engagement resource. This will allow Food HQ to achieve better market penetration and build connections with multi-national companies and organisations.
	Leadership and specialist resources	Further develop the 'compelling value proposition' and related information needed to better target and foster the higher levels of partner collaboration and specialist resources required to ensure an on-going pipeline of large scale Food HQ projects.

Opportunities	Work Area	Actions
Business Process Outsourcing: Food HQ (continued)	Refreshed strategic plan	Refresh the current Food HQ Strategic Plan with an emphasis toward assessing and drawing from the comparative success of other models, ensuring higher levels of productive and lasting collaboration between partners and other matters required to support development of a new 'Strategic Plan' – including details about how the Strategy would be implemented and supported.
Fresh Vegetables	Pilot market development programme	Empower a group of leading vegetable growers to engage with potential market partners, wholesalers and other supply chain logistic experts to define a programme of activities – including a market exploration pilot to identify the vegetable products for which there is secure market demand. 
	Market study tour	Assuming grower interest is confirmed as being 'ready and willing', develop a business case for export assistance for a market study tour covering target markets for the purpose of developing relationships with potential market partners and to learn more about how to avoid in-market pitfalls.
	Securing an in-market partner	Consider a business case for business assistance to secure an appropriate exporter and or an in-market partner.
	Brand and provenance	Further develop a brand reflecting the provenance of the region and providing a base for expanding the scale and attractiveness of regional-sourced vegetable produce to market partners.
Te Pae Tata: Realising Māori Potential	Tourism (boutique)	Assess and assist to develop specific tourism venture business cases in the Whanganui River area. 
	Land and water use optimisation	Investigate ways of utilising Māori freehold land to optimise sustainable natural resource use and development, through the development of business cases that provide for the close cooperation of adjacent landholdings to enhance the viability of a commercial venture, and preparing business cases to attract investment for commercialisation of other non-farm ventures (e.g. tourism and aquaculture ventures). 
	Mānuka honey	Support business cases that provide for Māori land owners to optimise their involvement in mānuka honey ventures. 
	Skills, training and work experience	Provide long-term job seekers with the opportunity to gain work experience in a not-for-profit or business organisation for six months, and, where possible, support the transition of these placements toward sustainable employment. 
	Skills, training and work experience (continued)	Support iwi to plan for and apply long-term development programmes which build financial literacy as a critical skill base for whānau. This will help develop SMEs and the governance of iwi enterprise in partnership with industry, local and central government and a selection of secondary schools. The 'Master Māori Academy of Science Programme' will advance Māori capability across science disciplines. 

Opportunities	Work Area	Actions
Te Pae Tata: Realising Māori Potential (continued)	Growing Business	Continue to promote the Māori Business Facilitation Service as a means of assisting Māori/iwi to build their general capability and business acumen – including advice on accessing financial support/capital for their enterprises. 
		Provide resources to complete the regional Māori Economic Development Strategy – Te Pae Tawhiti. 
Growing Business Enabler	Tourism and other start-up businesses	Seek additional business engagement with the Regional Business Partner Programme and provide them with support to innovate and grow.
	Advanced farmer discussion groups	Design and test the effectiveness of the transfer of knowledge and information between members of a small number of new style farmer discussion groups.
	Accelerated support for 25 targeted companies in the region	Draw upon the current 'Better by Design' focus-group work to further develop the idea of including a rolling roster of 25 targeted companies in a customised performance improvement programme. The long-term objective is the establishment of a well developed and strongly supported approach.
Skills and Talent Enabler	Mānuka honey production	Work with the apiculture industry to develop an Apiculture Workforce Strategy. 
	Pathways for students to connect from education to employment	Invite participation in the recently announced Primary Sector Scholarships programme generated from 'Talent Central's Pathways' led by 'Mayors Taskforce for Jobs'. 
	Training programmes suited to Quality Care and Lifestyle for Older People	Work with training providers to tailor training programmes in a way that suits the proposed new 'Quality Care and Lifestyle' model.
	Training programmes suited to sheep and beef farming	Identify gaps, priorities and content for industry training – noting that some of the skills and capability development could be considered under the Tertiary Education Training programme. 
Distribution and Transport Enabler	Whanganui River Marine Precinct and Port Area Revitalisation Project	Generate a 'Master Plan' and a parallel 'Pre-feasibility Study: Whanganui Marine Precinct'. 
		Once the 'Master Plan' and Pre-feasibility Study is satisfactorily concluded, complete a full feasibility study and take any other steps required to assist development of this area.
	Palmerston North Regional Ring Road	Prepare business case documents as a precursor to giving further consideration to investment in projects contributing to the efficiency of the Palmerston North Ring Road system, including: Kairanga to Bunnythorpe upgrades, Bunnythorpe bypasses, Ashhurst to Bunnythorpe upgrades, No 1 Line/Rongotea Road to Longburn upgrades and Manawatū River bridge improvements.

Opportunities	Work Area	Actions
Distribution and Transport Enabler (continued)	Rail tourists	Undertake a feasibility study to identify the demand for, and marketing opportunities associated with, encouraging more tourism rail access to the Tongariro Whanganui area.
	Provide for the transport needs of visitors and tourists to the Tongariro Whanganui area and clients of the applied 'Quality Care and Lifestyle for Older People' model"	Give further consideration to the particular transport needs associated with tourism. These may be identified as other details of the Action Plan are developed, and clients of the Quality Care and Lifestyle for Older People model, as detailed in the proposed 'Master Plan', are developed.
	Study of airfreight volumes from the area	Prepare a proposal to explore options for better satisfying the demand to efficiently transport goods by airfreight from the region.
	Transport hubbing	Review the adequacy of transport connectivity to the current range of hubbing locations in Palmerston North and the Manawatū District and determine what adjustments may be made to support growth.
Digital Connectivity Enabler	Broadband to rural areas	Deliver the 'Rural Broadband Initiative' to 98 schools and to a further 12 isolated rural schools in the region as part of the 'Remote Schools Broadband Initiative'.
	Mobile black spot and broadband coverage	Roll out the 'National Rural Broadband' and 'Mobile Black Spot Coverage Programme'.
	Local authority leadership	Confirm the scale of 'enablement' commitment as part of the 'Ultra-Fast Broadband 2' process and consider what more can be done to encourage people to use the new and faster broadband infrastructure and thereby ensure any extra capacity is not wasted.
	Future investment in rural broadband	Determine how to prioritise investment in the 'Rural Broadband Initiative 2' Programme.

Southland

 Contributes to He kai kei aku ringa (HKAR)

Opportunities	Work Area	Actions	
Attraction	Southland Story Development	Develop a Southland Story in the context of the New Zealand Story. The Story would contain the essential features that would drive attraction and develop the brand framework, tools, collateral and resources to bring the Southland Story to life and for different sectors to use it. This would involve a series of workshops, stakeholder interviews, and visual depictions to test the generic story. A second stage would apply the story to sectors – tourism, migrants, students – to ensure there is resonance across all important sectors.	
	Market Insights Data	Undertake research with key stakeholders to capture and test key themes that make Southland a great place to live, visit, study and do business. This would involve around 50 face-to-face interviews aligned with the Southland Story development process.	
	Grow Southland	Preparation of a labour market assessment looking forward 10 years to understand the immigration requirement related to the various sectors of the regional economy. This would also take account of the SoRDS initiatives.	
Inclusion and Participation	Welcoming Communities	Introduce the Welcoming Communities programme through MBIE – Immigration NZ.	
	Connections Service Centre	Prepare a business plan for a Connections Service Centre to be located in Central Invercargill. The business plan would assist in the scoping and scaling of the project.	
	Cultural Diversity in the workplace	Prepare a programme of education and awareness for businesses in Southland for the purpose of encouraging cultural integration in the workplace. This would be linked to Welcoming Communities programme and would build on the Southland Story. It would comprise workshops with businesses and collateral.	
	Regional Partnership Agreement	This involves formalisation of a working relationship (MOU) between the region and Immigration NZ to facilitate solutions to key issues.	
	Intergenerational Gore	An inclusion and participation pilot with an emphasis on the aged is contemplated for Gore. This would involve the preparation of a Master Plan for creating an age-friendly community in Gore based on the concept developed for Levin in Horowhenua. This Master Plan would form the basis of a feasibility investigation prior to the introduction of an age-friendly community hub that would develop and prototype services and facilities for older people in the Gore community. The Master Plan would comprise a detailed description of the concept, background, research, financial feasibility of a proposed age-friendly community hub and publication of a detailed report.	

Opportunities	Work Area	Actions	
Invercargill Rejuvenation	The concept is well developed but required finalisation and formal agreement by the parties. There are two core actions in this area:	High level – this is largely completed, but will require further iteration.	
		Project-specific – there are five transformational projects each requiring the development of a concept, operational detail and a funding plan.	
	Project Development: A project develop programme will be required for each of the major projects	Art Gallery – a consolidated Art Gallery containing all the local collections has been agreed.	
		Museum – the museum is likely to retain its location in Queens Park with upgrading of its premises and close links to related assets such as the Kakaporium and other natural life exhibitions.	
		Hotel – a tourist-oriented hotel is proposed.	
		Cambridge Retail precinct.	
		Motorcycle Mecca.	
	Facilitation Vehicle	This involves the formation of a joint venture to undertake the development of the retail precinct in the central city.	
Inner City Living	Inner City Living is seen as an essential part of bringing vibrancy to the city centre. It has historically not been economically viable to build or create inner city living in Invercargill. With the greatly increased demand for flat-type accommodation, this has changed. A feasibility study will be undertaken to assess this.		
Aquaculture	Scientific Survey	The first stage of this is complete and will inform advice to BGA Ministers. This has identified three viable areas for finfish aquaculture which are now being considered.	
	Forum for the Future	To succeed there has to be a national and regional social license to undertake this activity. As a first step a forum involving an expert international facilitator is envisaged.	
	Regional Reference Group	A reference group will be formed to bring together interested parties and to assist with the oversight of the developmental phase of the project. Terms of Reference would be developed for the group.	
	Further investigation: A significant amount of scientific and social research and engagement is required.	Further scientific investigation: Extensive and detailed survey of three potential sites will be required to determine exact tonnage and environmental and cultural suitability.	
		Values and constraints assessment: Comprehensive assessment and evaluation will be required of the variety of values (including landscape assessments) and possible resource management constraints at or surrounding the sites identified in the further investigation.	
	Social, cultural and community engagement programme: Opportunity for development and engagement with local communities and interest groups will be required.		

Opportunities	Work Area	Actions	
Aquaculture (continued)	Legislative vehicle	The current legislation around aquaculture is complex. In addition to all the above work, for the programme to proceed, there needs to be a legislative vehicle to carry it forward. It will require central government direction and intervention and then regional council implementation.	
Tourism	Integrated Leadership	Tourism in the region is fragmented. A single, well-resourced tourism management entity is required with the governance, management skills and capacity to lead the regional industry forward on the scale required.	
	Milford Opportunities Project	Over the last two years extensive work has gone into a Milford Opportunities Project involving the key players in the local industry, including tourism operators, Southland District Council and DOC. This project is ready to get underway but requires a commitment of resources to make it happen. Already well advanced is an in-depth assessment of the range of needs to meet growing demand, including infrastructure, forward estimates of tourism volumes and prospects for the 'Queenstown pipeline', estimates of the cost of development projects, such as parking and accommodation.	
	Destination Strategy	There is urgent need for a fully worked Destination Strategy (as evidenced in other regions) that positions and defines the Southland Destination and which ultimately drives all promotion (tourism and attraction). The strategy would include detailed analysis of the current and anticipated market for the whole of Southland (national and international), development of the Southland tourism story, identification of products to meet demand and analysis of the infrastructure required to support an expanded industry.	
	Regional Marketing Plan	In the context of the Destination Strategy a marketing strategy is prepared for both domestic and international visitors.	
	Regional Events Strategy	Develop, implement and coordinate destination events that would populate an annual calendar, particularly targeting the shoulder season.	
	Product Development: Preparation of a Regional Product Development Investment Plan over 1-10 years is required. Complementary with it is development of a Regional Infrastructure Investment Plan focusing on provision of infrastructure, facilities and amenities. There is a priority list of products that require attention.	Bluff Oyster World – a feasibility study is required (working with Awarua runanga) for what is regarded as a strong regional opportunity. The feasibility study would build the concept in detail, work up a business plan and engage stakeholders.	
Curio Bay Tumu Toka Natural Heritage Centre – this project is well advanced with local and national funding streams. Further funding is required for infrastructure (toilets and parking).			
Conservation HQ – considerable work has been done on the idea of a 'world class' interactive wild life conservation centre in Te Anau which would be a major tourist attraction and as an operating conservation facility. This project, together with the Oyster World, could well be candidates for the "big tourism ideas" the region needs.			

Opportunities	Work Area	Actions
Tourism (continued)	Product Development: Preparation of a Regional Product Development Investment Plan over 1-10 years is required. Complementary with it is development of a Regional Infrastructure Investment Plan focusing on provision of infrastructure, facilities and amenities. There is a priority list of products that require attention.	Stewart Island Heritage Centre – concept already developed; development funding required. 
		Stewart Island Dark Skies Sanctuary – feasibility required. 
		Nature Exploratorium – to be led by the Southland Museum (depends on the Invercargill Museum outcome). 
		Experience Mandeville – extension into trade-ready product; feasibility required. 
		Anderson Park – living museum reflecting pioneer heritage values. 
	Infrastructure Programmes	Upgrade of campsites around Milford – enhance visitor experience by enhanced camping facilities. Starting with Cascade Campsite. 
		Curio Bay – Water and Waste Water Enhancement Project. 
		Catlins – sealing of road into the Catlins – funded by NZTA and SDC. 
Infrastructure Planning assessing the impact of greater dispersal of visitors off conventional routes as well as spilling from Queenstown into Northern Southland and Fiordland. 		
International Students	Southern Education Alliance – Southland Regional International Education Alliance	This is an initiative to provide a collective regional response to the opportunities in international education. The SEA now requires formalisation and confirmation of Education NZ partnership funding.
	Schools Pilot	This would be undertaken with a cluster of schools to support international student growth. A funding application to community funders for schools pilot would be undertaken. 
	Inner city student accommodation	Further student accommodation is required to house the student numbers contemplated in this project. 
	Student internships	This internship scheme is rolling out now. Building awareness of success stories in the business community will be important. 
Ease of Doing Business	Establish current baseline	This is a project in local government, involving the private sector, to benchmark current performance, identify the scope of current practice where change can be made and establish a process through which improvements can be measured. As part of these improvements a facilitation and mediation service is proposed to help applicants work with regulatory agencies on challenging issues.
	Introduce specific improvements: A number of specific improvements are contemplated	Establishment of a best practice portal and standardisation of processes across the region.
		Standardisation of processing fees.
		Consolidation of regional incentives funding.

Opportunities	Work Area	Actions
Ease of Doing Business (continued)	Spatial plan	Development of a spatial plan for Southland that would provide a blueprint for how the region might develop in the future. The spatial plan, once developed, would influence the relevant statutory planning documents such as the regional policy statement, regional and district plans, regional land transport plan and infrastructure strategies. The ultimate goal is to produce one combined RMA planning document to provide a consistent approach to development across the region.
Innovation	Pilot for Innovation Programme	This involves the gradual development of a physical hub, but in the short term it would require an individual versed in Design Thinking undertaking a set-up programme. This will include workshops, an Innovation Guidance Group and relationship building across the region. This would involve multiple funders, potentially corporate sponsors and a cross-agency approach. 
Primary Sector Extension	Sheep and Beef productivity	Develop a regional collaboration programme between RMPP, Beef+Lamb NZ and MPI to focus on hill country sheep and beef productivity growth.
	Sheep Milking	Undertake an investigation of the current position and potential of sheep milking in the region and national initiatives, including the proposed PGP, taking into account existing initiatives. Assess what might be required to expand the industry into the future.
	Dairy Beef	Form an action group to work with meat companies to implement a comprehensive programme that produces significant quantities of dairy beef.
	Southern Dairy Hub	A proposal for a dairy hub, a joint venture between AgResearch, DairyNZ and the Southern Dairy Development Trust, has been in development for some time. Designed to advance the dairy sector for on-site science and innovation, a property has been purchased for a demonstration farm. This is a hub offering space and facilities for education and enabling agricultural organisations to co-locate and a research facility and the proposition is now to proceed.
	Rural Development Hub concept paper	There is a further opportunity to extend this concept to agriculture development either associated with or separate from the Dairy Hub. The emphasis would be on establishing new industries or accelerating small industries into a growth mode. A concept proposal is required to crystallise the idea so that the parties can review it and see if this is something that can be advanced. It is likely a level of intervention outside of the rural industry might be required to get such a proposal rolling.

Opportunities	Work Area	Actions	
Water	Develop the People, Water and Land Strategy	Develop the strategy – this will be a collaborative enterprise which is currently being negotiated. The key actions are listed below.	
		Good Management Practice – formalisation of good management practice including targets and outcomes sought by the programme.	
		Tool Development – there are a range of tools required for this programme. They are as varied as science tools (e.g. Physiographic zones, water quality testing and monitoring), planning tools (e.g. Farm Environment Plans, Overseer, Farmax) and operational tools (e.g. Riparian Management, stock exclusion). These tools need to be rapidly developed in an operational sense and made available to land users as widely as possible.	
		Water Futures – this involves collaborative action by the parties to the People, Water and Land programme to the point of co-ordinated facilitation of good practice adoption through joint work programmes. It involves the formation of teams between Environment Southland and sector groups, engagement with farmer collectives such as catchment groups and other forms of collaborative action.	
		Irrigation – work has been done on the feasibility of irrigation in the dryer northern areas of Southland. Decisions are required on whether this work should proceed. A facilitated process to decide on next steps is required.	
		Formation of Joint Operations Project – this involves a joint approach to delivery of Good Management Practice and supporting tools and facilitation by a consortium of sector groups, Environment Southland and MfE.	
Digital	Digital Connectivity	Survey – that the exact situation of digital enablement is surveyed in Southland so that the extent of the challenge is fully understood, and that this survey is undertaken as a matter of urgency. Venture Southland has been active on this matter but it is still not clear.	
		Task force – that a regional taskforce is established by SoRDS, supported by Venture Southland, to set priorities and targets for digital connection and establish a programme of achieving them through government and third party initiatives. This task force needs to directly represent the affected industries and services and have an action focus. Again, this work is being done by Venture Southland but they have had difficulty establishing the sense of priority required with government and providers.	
		Digital Enhancement Plan – that a digital enhancement plan is developed by the Task Force together with Government agencies with the possibility of local co-investment to achieve clear targets of connectivity and adoption.	
		Milford Corridor – urgent action is required in Milford where there is very limited connectivity. It is becoming important not only from a logistics point of view but also from traffic management and safety.	

Opportunities	Work Area	Actions
Transport	Regional Land Transport Plan	Develop the Regional Land Transport Plan – there is a review due of the Regional Land Transport Plan over the next 6-9 months. This is the opportunity to reconsider the current arrangements in light of the SoRDS programme.
	Signage and information strategy	Signage and information strategy – that a signage strategy is developed in association with NZTA which could be incorporated into the Regional Land Transport Plan. It also needs to be closely associated with the SoRDS Tourism strategy.
	Visiting Drivers Project	Visiting Drivers Project – State Highway safety engineering programme.
		Visiting Drivers Project – local road safety engineering programme.
		Visiting Drivers Project – Education Campaign.
State Highway one	State Highway one – Edendale Re-alignment project.	
Talent and Training	Skills formation	Skills formation – there is a recognised process of development which involves building a profile of the skills required for key sectors. Skills formation exercises could be done in key development industries, such as tourism, aquaculture and fishing, light engineering and robotics and some agriculture activity areas. While TEC funds formal tertiary education, it does not fund non-credential education and training where skills are formed by industry where people want skills but not necessarily qualifications. Training is characterised by in-service, on-the-job and just-in-time approaches. It falls on the employer to fund this training. The employers are frequently small to medium enterprises that cannot afford staff being away from the workplace for training for more than short periods. 
	Endowment	Endowment – educational endowment is not a major activity in New Zealand but with the strong community funders and people with high net worth in the region, there is the potential for the development of an endowment fund (to provide scholarships) for talented individuals identified in the region, especially those from less wealthy backgrounds. The fund could also supply added financial support to the recruitment of potential learning leaders in key areas of business, enterprise or public service (sport and the arts) to cluster other learners around. 
	Regional Tertiary Development Plan	Regional Tertiary Development Plan – generate a regional tertiary development plan based on the skills formation package and input from stakeholders with a view to TEC funding into a package of activities. At the moment TEC is moving to regional development planning and recognition of special regional needs works well with this type of thinking. 

Opportunities	Work Area	Actions	
Talent and Training (continued)	Agriculture training places	Agriculture training places – there is strong demand from the rural sector for additional capability on the farm. SIT has applied for 165 EFTS relating to agriculture and horticulture for 2017/16, at levels 3 & 4, and also has Level 2 Agriculture courses and a Level 5 NZ Diploma in Agribusiness Management. This will fill an important gap in rural training provision.	
	Youth Futures	Youth Futures – Venture Southland is leading this initiative to make it easier for Southland’s young people to build careers in the primary sector and associated support industries. The project is led by a Steering Group which includes representatives from the Mayors Taskforce for Jobs, Federated Farmers, Work and Income, the Ministry of Education, SIT, DairyNZ and Dairy Women’s Network, Richardson Group, Alliance Group and SBHS. The programme’s core aim is to provide connection between schools and businesses to provide real career information and opportunities to young people. This includes providing impartial practical real career information to secondary school students across all of Southland, allowing informed career decision making. Businesses also signed an Employer Excellence charter which includes agreed standards and actions including practical on-site career experience and future employment opportunities.	

