

Strategic Plan – 2022 to 2024

Central Region Skills Hub – Connecting new entrant employees with civil infrastructure businesses within the Horizons Region

The Civil Industry sector challenge

- There is a large pipeline of large projects forecast for the region for the next 10 years.
- CCNZ WDF report 'Developing a skilled workforce' has described the real challenges that need to be addressed for the sector.
- Changing labour market, aging workforce, no clear pathway for new entrants, new entrants are not work ready, templates are needed for on job training support for employers
- The opportunity to support a stronger connection between Talent Central and the sector employers

How we will solve the problem

- Match work ready new entrant employees with sector new entrant ready employers
- Engage and support sector employers to be new entrant employee ready
- Provide businesses with access to tools and funding options for developing practical training for the new entrants
- Engaging with the stakeholders to develop effective solutions

Our stakeholders and partners

- MBIE, Sector agencies, Infrastructure clients
- The regions major civil projects
- Civil construction, construction, trades, and related businesses (the civil infrastructure ecosystem)
- Local Iwi partners

Our collaborators & how we are different

- Economic Development Agencies (EDAs). We provide a focus on connection between new entrants and employers
- Vocational education providers. We aim to address the training needed to be work ready and employable in the industry.

Contact channels

- Existing Skills Hub businesses/contacts
- Referrals from EDAs, Talent Central, schools, infrastructure projects, MSD and MBIE
- Word of mouth from businesses and acquaintances
- Cold calling

Promotion and relationship activities

- Connecting with major project clients
- Working in partnership with Talent Central
- Working with CCNZ
- Digital promotions
- Cold calling and relationship building

Funding

- MBIE funding for supporting sustainable employment for major regional civil projects and the local supporting civil businesses
- Potential funding from MSD for creation of job opportunities

Funding

Our target outcomes

1. Implement updated Central Skills Hub Strategy 2022-24 (August / September 2022)
2. Establish Business Support Officer to engage with employers (30 July 2022)
3. Achieve measures of success targets: -
Number of new people obtaining employment / Number receiving training / Number of new entrant employees

The team

Staff - General Manager, Business Support Officer, Business Advisers/Consultants

Board – Chair, John Bryant Trustees: Grant Higgins, Tony Adams, Tim Myers, Margaret Kouvelis

Partners/Alliances – Talent Central Trust, MBIE, Civil Contractors NZ, Manawatu Chamber of Commerce, MSD

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Operational and Implementation Plan

Organisation

What we do and how we do it

Our Vision, Purpose, Mission and Values

How we will measure success

Strategy Actions

Current and planned team

Appendices

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Organisation

Organisation name	Central Region Skills Hub
Trading name	Central Skills Hub – Te Raumahi Ki Roto Roopu
Established	October 2020
Structure	Charitable Trust

Contact details	
Contact name	Mark Wootton
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What we do and how we do it

The Central Skills Hub is set up to operate for the Horizons Manawatu / Whangai Regional Council boundary.

Our primary aim is to connect local new entrant employees with local civil infrastructure businesses

We do this by

- matching work ready new entrant employees with sector new entrant ready employers
- engaging with and supporting sector employers to be new entrant employee ready and employ new entrants
- Provide businesses with access to tools and funding options for developing practical training for the new entrants
- Engaging with the sector stakeholders to develop effective solutions
- Working closely with Talent Central to help work ready students to find sustainable employment in the sector

Our Stakeholders

Government Agencies that sponsor the work of the Skills Hub. MBIE and MSD

Client Agencies investing in the infrastructure such as Waka Kotahi– they have a stake in the skill shortages. There are procurement restrictions stopping companies from tendering and being able to deliver the work

Work force development councils – vocational training models and qualifications

IWI – Concerned about social outcomes

Schools and Tertiary Education – Candidates ready for career opportunities

Charity organisations – Apprenticeship schemes

Employer groups requiring new staff and improving the capability of their existing staff.

What is the need for the stakeholders?

A long-term sustainable skilled workforce that can meet the demands for constructing new and maintaining existing infrastructure is an ongoing requirement.

The ability for many companies in the sector to attract, train and develop new entrants is lacking. (Youth, career changers, meet social requirements for community, address aging workforce)

The challenges for the civil infrastructure sector in the region

Major Projects

There is a large pipeline of large infrastructure projects happening and planned for the region

Transport Infrastructure Projects

Te Ahu A Turanga - Manawatu Tararua Highway – completion due 2025

Otaki to Levin O2NL– 1.5b project in investigation phase

PNCC Ring road - Links with Turanga highway

Rail Hub and associated land development

Three Waters Reform

Significant upgrades are forecast to address regional water quality

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These major projects draw on local resources and cause skill shortages for other critical infrastructure work. This puts pressure on local support companies.

The Workforce Development Forum Report

CCNZ published a report in 2022 'Developing a Skilled Civil Workforce' This report clearly explains the challenges the industry is facing. The report provides some solutions that we have adopted.

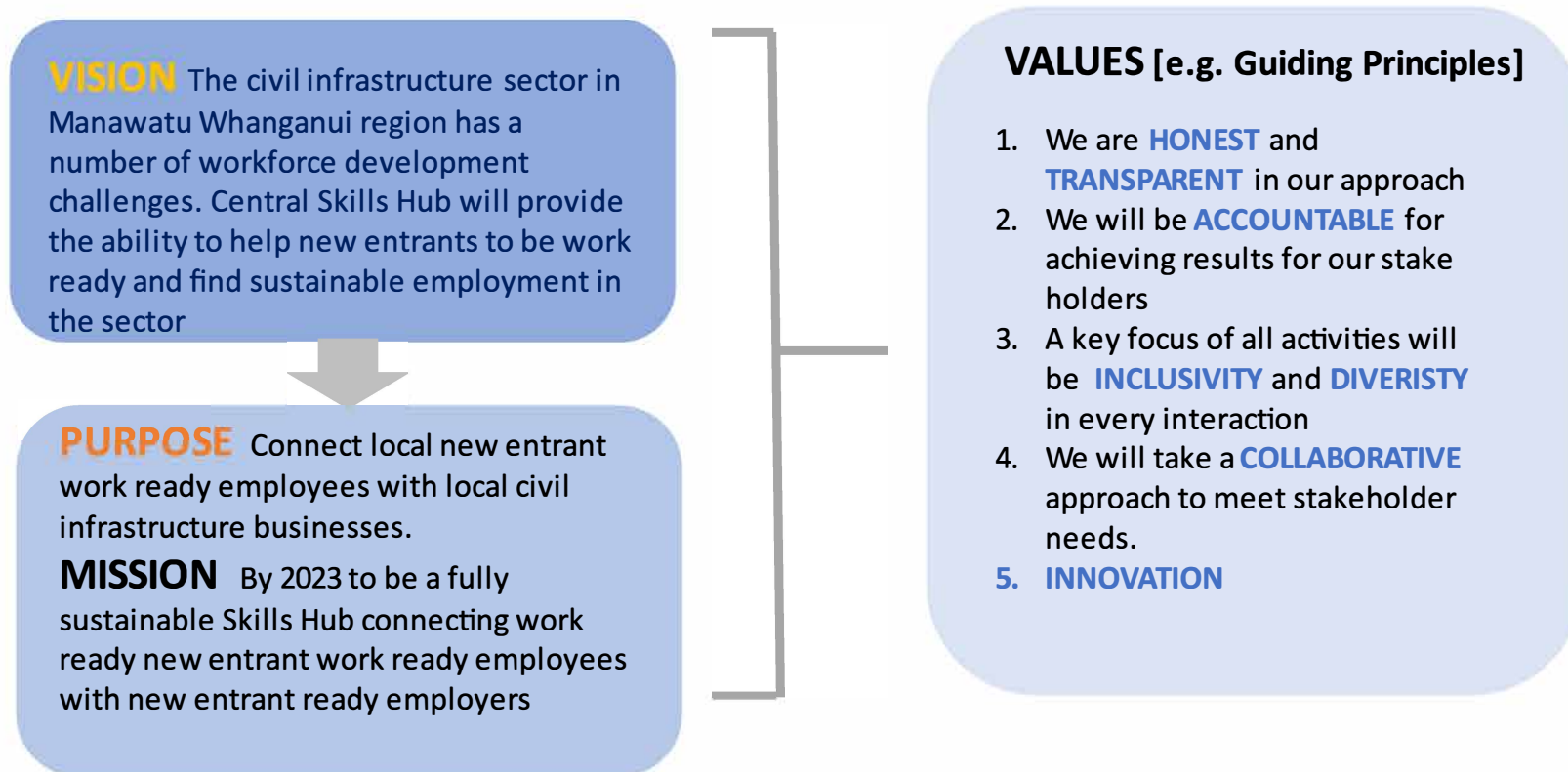
The key challenges we are developing solutions for are

- Working within a significantly changing labour market
- Developing local pathways for new entrants to enter the industry
- Helping new entrants to be work ready (includes working with Talent Central)
- Provide support funding for practical training skills needed to be work ready
- Upskilling the existing workforce to open up opportunities for new entrants
- Support businesses to be new entrant ready employers
- Creating templates and supporting businesses to provide better on the job training
- Gain a better understanding of social procurement and work with businesses and stakeholders

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OUR WHY: Vision, Mission, Purpose and Values underpins the entire process



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How we will measure success and our strategic actions

Long term goals

Identify and connect businesses that support the Civil Construction Skilled Workforce Strategy

Implement sustainable strategy for 2022 and beyond

Support the development of a sustainable workforce with succession planning

Short-term goals

Year 2022

Revise the strategy of the Skills Hub to meet the challenges of the changing labour market

Develop the tools and connections to businesses that are potential new entrant employers

Support the businesses to be new entrant ready

Develop and implement the operational plan to meet these requirements

Develop the sources of work ready employees including Talent Central, MBIE and MSD

Provide access to training for existing workforce to create more entry level positions

Year 2023

Consolidate the connections

Continue to increase the number and support the existing new entrant employers

Consolidate the connections between the work ready employees and the employers

Continue development of a skilled workforce with defined entry points and pathways

Measure of Success

Outcomes		Year 2022	Year 2023
Number of people expected to attain employment as a result of the project/activity annually:		117 people	188 people
Number of people expected to complete training as a result of the project/activity annually		111 people	178 people.
Number of Employers registered as New Entrant Employee ready		20 firms	40 firms

STRATEGY ACTIONS

RESOURCE ASSESSMENT - infrastructure required to realize vision

For the project to be successful we will require: (3 FTE)

- A permanent site to call home
- Resources to support businesses to be new entrant ready (TRP and SBS Portal)
- Experienced staff to appraise and advise businesses
- Operational staff to facilitate connections to businesses and the upskilling of employees

IMPLEMENTATION - plan what will be done along with completion deadlines

Year 2022

- Review of the Skills Hub to check its relevance in a full employment world.
- Reset the Skills Hub staff to meet the changed requirements
- Identify and pilot the TRP and SBS resources (Portal) with businesses to check it is fit for purpose and delivering the outcomes
- Identify all “new entrant ready” employers (expected to be 20% of the total number of employers connected to the Skills Hub), (There are currently around 120 employers connected to the Skills Hub with a further 250 through Talent central)
- Ensure that labour supply (Talent Central school leavers) is available and delivering the correct quantity and quality
- Ask for an extension of the existing MBIE Agreement for 12 months with no additional funding.

Year 2023

- Review of operational plan and adjust if required
- Increase the number of “new entrant ready” employers from 20% to 30%
- Meet the MBIE Agreement outcomes
- Confirm the extension of the agreement

ACTIONING THE PLAN- how we will oversee progress, monitor success, and implement revisions

The first requirement is the development of an operational to inform and deliver on the action of the review.

The review will require the TRP and SME process to be piloted with a range of businesses to test its suitability and useability. The information collected in these interviews will inform the position of Skills Hub and where we sit in future engagements with these businesses.

The operational plan will come from this information and describe the activities the Skills Hub will provide for the remainder of 2022 and beyond.

The expectation is that we will connect to:

- 1.

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2. Business

- Identify upskilling options within their existing workforce.
- Support the identification of entry level roles and how to be “new entrant ready.”
- Connect employers to the Civil Construction Skilled Workforce Strategy.
- Identify suitable candidates for the roles and assist in their preparation for work.
- Support new placements in their first 90 days

3. Training Providers

- Connect to local training providers to support the upskilling of the existing workforce
- Facilitate connecting the workforce to training providers.

4. Reporting

Provide progress reports to the Board and MBIE on the number of:

- Employers engaged in upskilling their existing workforce,
- Employees upskilled,
- New entrant ready employers,
- Employment opportunities created,
- Young people placed.

Central Skills Hub Organisation Chart



Functions

- Identify businesses to be supported
- Identify business internal training requirements
- Facilitate training outcomes
- Identify work experience and employment opportunities

Supported by

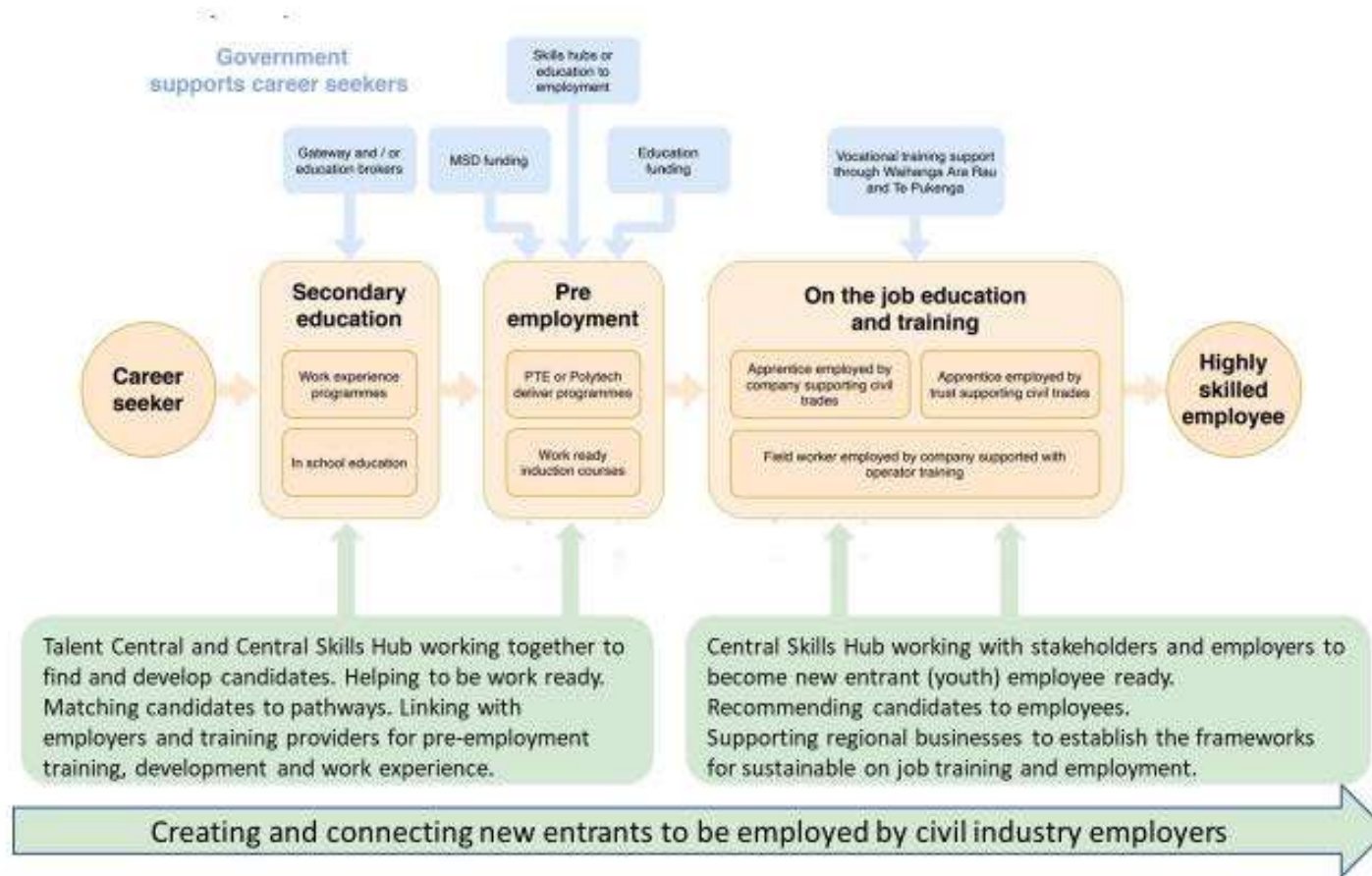


Connected to

- Civil Construction New Zealand
- Local businesses
- MSD
- Iwi
- Manawatu Chamber of Commerce
- Consultants
- Mentors
- Talent Central

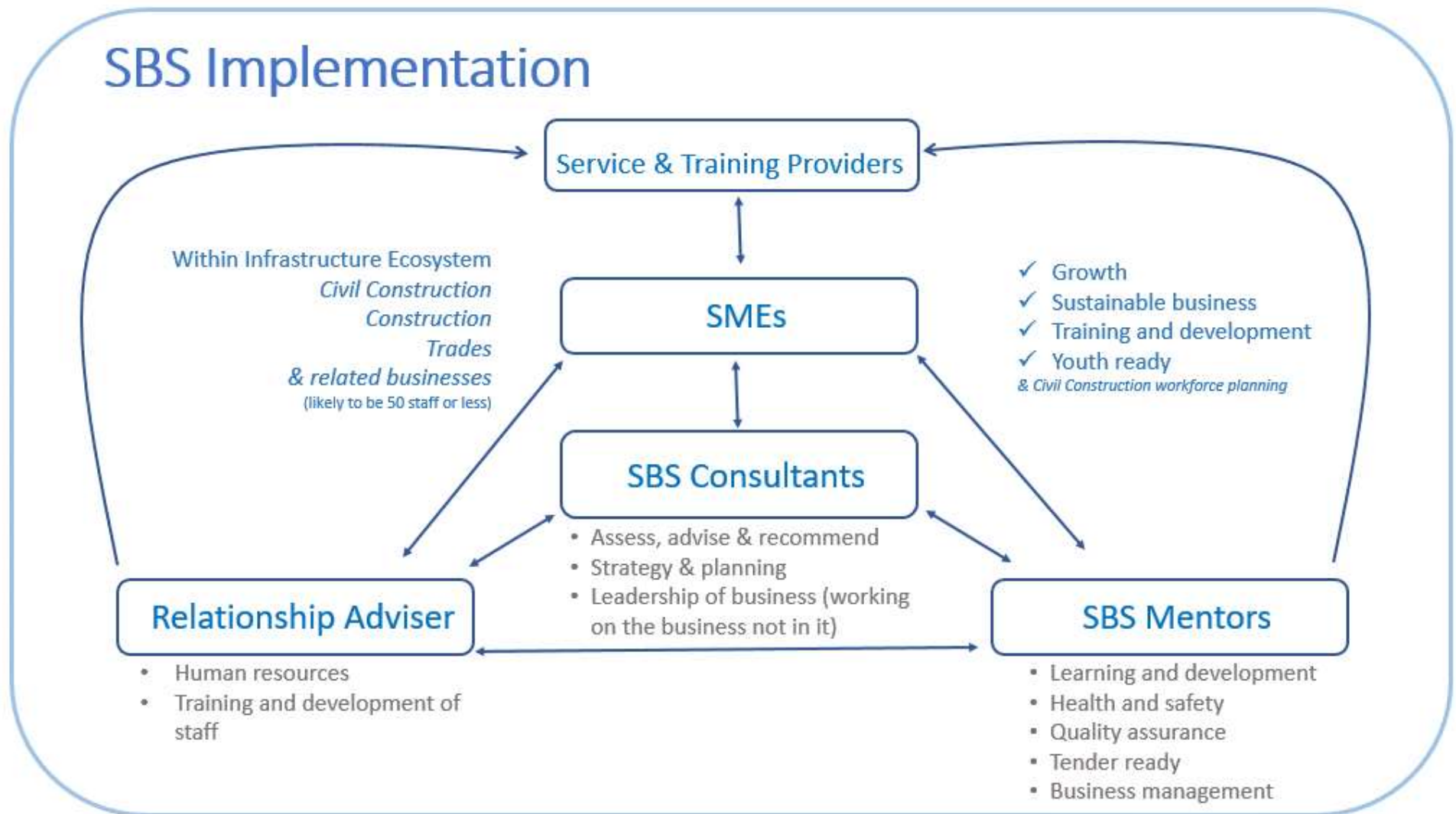
Appendices

THE MODEL: How to support Work Ready employees into sustainable local employment?



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The Skills Hub work has two work streams - Small Business Support (SBS) Portal Implementation and Sustainable Training within SMEs. Each is outlined below.



Creating Sustainable Training within SMEs

Utilise available funding to support internal training (within SMEs)

- Understand and connect to
 - Existing workers in a business
 - Credentialing people within their current roles
 - On the Job training
 - Upskilling current workforce
 - ⇒ Placing new people in jobs
 - Facilitate training provider link to staff
- Build relationships with regional SMEs
- Understand training provider market & environment
- Find willing businesses to work with
- TMS training– coordinate with schools and provider
- Understand regional economics– threats & opportunities
- ‘Connecting the dots’

Challenges

- Needs a willing buyer (SME)
- Upskill without impacting wages
- Need to train/mentor new unskilled staff
- Impact on school staffing(taking kids out early)
- SME staffing, T&D, become more sustainable
- Understand the spheres of influence in SMEs

Gaps

- ✗ Training for mentors/coaches
- ✗ Train the trainer
- ✗ Leadership development for managers/owners

Connecting the Dots

SME – staff – training – \$ – cadet/apprentice – new entrants

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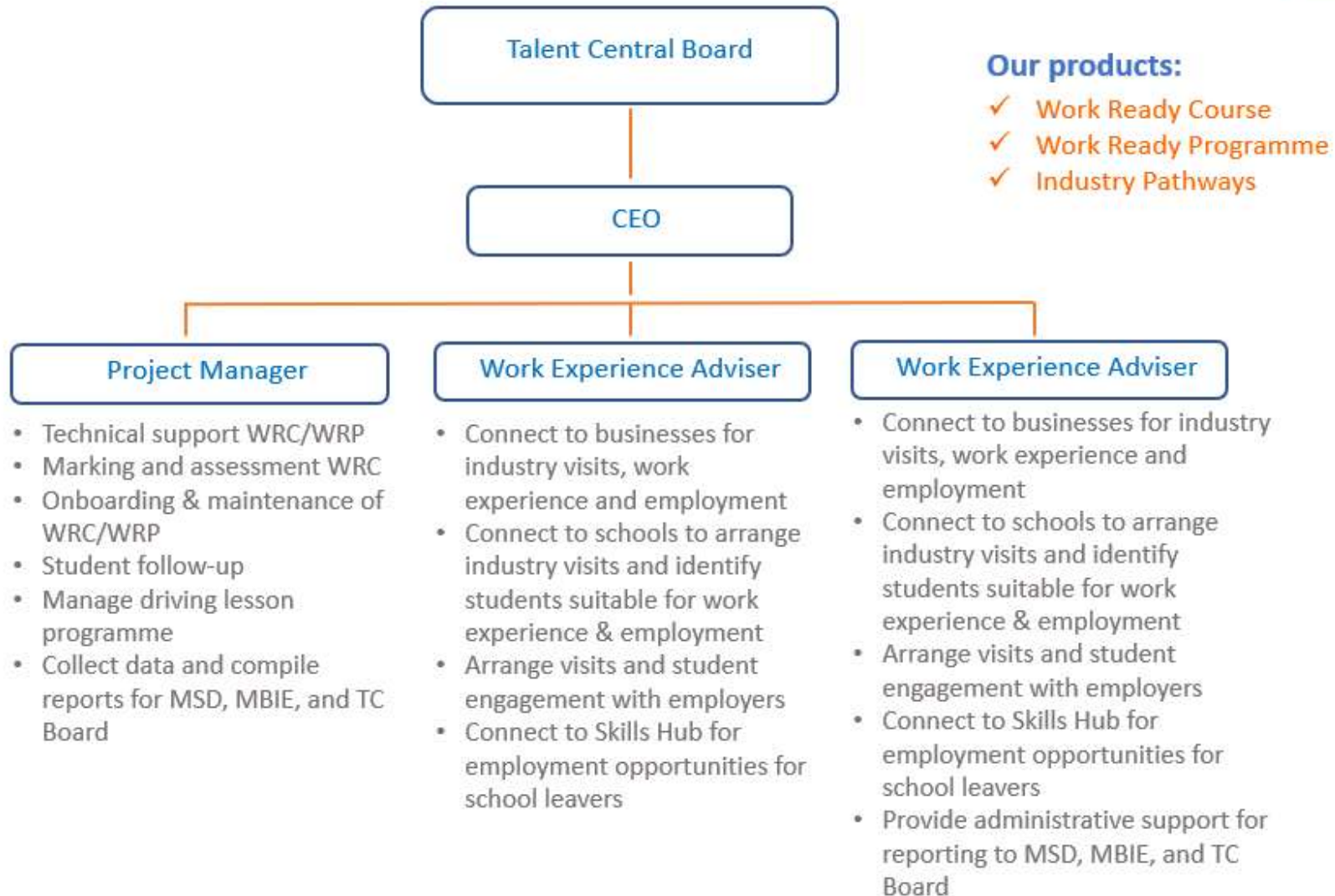
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Talent Central Organisation Chart



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