

Kawerau Pathways to Work Plan



November 2017

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1. Working Together To Grow Our Own Workforce

Background

Industrial Symbiosis Kawerau (ISK) was formed in 2011. ISK is a collaboration of like-minded parties working together for mutual gain using a “shared resources, shared values, shared benefits approach.”

Our vision is simple yet vital:
‘Kawerau is the destination of choice for industrial symbiosis opportunities that increase the prosperity and resilience of the community.’

Industrial symbiosis is a relatively new term that describes the collaboration between different enterprises for which the geographic proximity of each allows for the sharing of resources, increasing the viability and competitive advantage of the other. It involves the exchange of materials, energy, water, by-products, services, knowledge, intellectual property, social capital and networks to reduce resource costs, increase revenues and create new business opportunities.

Our industrial symbiosis initiative aims to capitalise on this unique combination of factors by adopting progressive practices that embrace change, leading to a new industrial evolution of smarter, cleaner business. Increased employment and productivity are essential elements of our Charter.



ISK Membership includes the Kawerau District Council, Tuwharetoa ki Kawerau Holdings, Putauaki Trust, Māori Investments Ltd, forestry, wood processing and engineering companies, Scion, Tarawera High School, Toi EDA and SLH contracting, a labour hire/workforce development company. Some time ago we established a Workforce Development Group with Council, realising our vision depends on us collaborating to grow and attract a skilled workforce.

The Opportunity

Our collaborative approach has helped enable the prospect of significant industry development and job growth for our District, which has for many years suffered some of Aotearoa's worst statistics in terms of deprivation and unemployment. In the last 12 months, following some years of promotion of economic development opportunities in the district, three significant new ventures have been confirmed for establishment in the new Putauaki Industrial zone at Kawerau and a number of other investors are investigating opportunities. Between them, a direct workforce of over 300 will be required over the next 3 to 5 years to construct and operate the new industries, increasing to over 900.

We are committed and determined to use our collective resources and shared values to restore Kawerau's mana and leverage the best possible outcomes for a sustainable community and thriving businesses.

We want to both role model and encourage an innovative, coherent Workforce Development and Pathways to Work strategy alongside new investors into our District.

An immediate opportunity exists to create a local plan around people who are not in education, employment or training (NEET), especially rangatahi and young people.

This is vital because:

- It's important for Kawerau's future that a much higher rate of working age people participate in the workforce;
- Our experience demonstrates a long lead-in time is required for many who are "NEET". Attending to basic needs, and nurturing personal self belief and aspirations are important steps before people are ready and able to participate reliably in work preparation, training and work;
- New work opportunities will start coming on stream within a year;
- Government has prioritised Eastern bop for investment in locally-led innovation to encourage higher rates of rangatahi and youth participation in education, training and the workforce – so there's a "window in time" which ISK has stepped up to respond to;
- ISK believes the focus on rangatahi needs to be well integrated into the full plan. Many of the interventions will be relevant across ages.

Our Experience In Workforce Development

We committed to a Workforce Development approach and have been learning by doing:

- Seamless Boundaries, a wrap-around support employment initiative which was recently recognised by a Local Government Award¹;
- Workforce Development leadership within companies/organisations involved in ISK;
- Close association with Ōpōtiki Marine Farm, Harbour Development and Pathways to Work initiatives through Toi EDA;
- Annual workforce experience programme between local employers and Tarawera High School.

Our Approach

- During the period 1 July-15 October 2017 we worked closely with Toi EDA's Workforce Development Manager to assemble background information, undertake interviews and conversations with stakeholders, and draft key elements of a locally-led approach, based on our and others' recent learning.
- We invited stakeholders to a workshop held on 26 October to share our thinking, gather their input and more ideas, and invite support for the draft approach. Thirty-five people participated, the majority being small and large employers with strong local commitments and interests. Also participating were young employees, local and central government representatives, service, business and employer organisations, secondary and tertiary sector representatives, training and support organisations, and Toi EDA.
- Our draft was then revised to incorporate further ideas and early initiatives. Some specific comments from the Workshop are included in the Workforce Supply and Demand sections of this report.

¹ See <http://www.lgnz.co.nz/news-and-media/2016-media-releases/employment-initiative-wins-local-government-economic-development-excellence-award/>
<http://www.kawerau.org.nz/news/id/337>

Key Interventions and Focus

(With Kawerau's Early Priorities Highlighted Green)

Interventions to attract or "ready" the Workforce who are...	Skilled, work ready for available roles	Work ready but require upskilling	Not work ready
Living in Kawerau -a big priority for ISK	Communications about upcoming opportunities Recruitment campaign	Identify job relevant training and ensure a local pathway is available, including night school and weekend Wānanga for people who are already employed	Work with stakeholders to develop a local plan and new "on ramp" programmes including for youth NEET; strengthen support, mentoring and pastoral care systems; ensure industry-relevant entry level training pathways are available and include YEP "License to Work" in High School, Foundation and Level 2 and 3 vocational courses
Living in the wider subregion (Te Teko, Taneatua, Whakatāne, Edgecumbe, and Rotorua); and the wider BoP	Communications about upcoming opportunities Recruitment campaign Consider collaborative transport options	Identify job relevant training and ensure pathways are available, including night school and weekend Wānanga for people who are already employed Consider collaborative transport options	
Living within driving distance for multi-day shifts – eg Thames	Communications about upcoming opportunities Recruitment campaign Consider a collaborative approach to investment in purpose built/designed accommodation in Kawerau	Communications about upcoming opportunities so that people can get themselves prepared	
Living in other parts of NZ	Communications about upcoming opportunities Kawerau's Marketing Plan Recruitment campaign		
Living internationally NB only for roles which are not possible to fill from within Aotearoa	Ensure EBoP jobs, including Kawerau options are included in international job fests Comprehensive campaign to attract people to relocate to Eastern BoP – NB Kawerau's Marketing Plan		

2. Kawerau's Pathways to Work Plan 2017-2018

Key Elements *(Note that each element may be undertaken by different organisations – the key is they need to be well co-ordinated and aligned)*

1. Continue to engage and broaden relationships with local and other stakeholders, particularly with local Iwi, rangatahi and young people.
2. Organising regular gatherings to bring stakeholders together for networking, learning, and work on specific plans.
3. Undertake a survey with local employers to complete an updateable stocktake of existing and emerging job opportunities and skill shortages, and invite specific input about what they need to recruit and train more locals including rangatahi.
4. Produce visual maps/posters of existing education and training pathways into vocations and jobs each semester, and identify gaps and opportunities to better align with industry needs.
5. **Work with locally based organisations to develop new “on ramps” and pathways into work for LOCAL people who are work ready but need to upskill and for people who are not work ready. NB This includes a strong focus on creating new on ramps and opportunities for rangatahi who are not in education employment or training.**
6. Produce Information Packs to communicate with new industry leadership encouraging incorporation of a Pathways to Work for locals approach in their tendering and recruitment strategies.
7. Produce an updateable local “workforce services directory - who does what, and how to contact them”, for job seekers, employees and employers.
8. Commence work on strategies to attract and prepare people from further afield to fill jobs that locals can't, as construction and the new industries come “on stream”.
9. Produce posters and stories that profile our role models and celebrate success.

Required Resources

ISK anticipates each initiative will need to be co-designed and tailored to be relevant for Kawerau. We expect co-investment in all initiatives.

Some will depend heavily on government investment, in particular in locally-led initiatives to directly address our high rate of people who are not in education, training or work. At this point we have highlighted two elements of our Plan which we would anticipate MSD, MBIE and Te Puni Kokiri to co-invest in, alongside appropriate leadership organisations from within Kawerau.

We know that there will not be “quick fixes” and that this is an aspirational plan, requiring long term commitment from all stakeholders.

3. Kawerau's Workforce Demand

Upcoming Projects

The government's Regional Growth Programme Report "Working in partnership with regional New Zealand" (June 2017)² notes the significance of forest and wood products for Aotearoa and recognises the Central North Island as the national hub for forestry and related processing. It also notes the significance of the Māori economy and land utilisation and provides a case study about the Kawerau Container Terminal Research Project – a collaboration of central and local government, industry, Māori business groups and researchers.

This initiative, now confirmed for investment and development, has helped catalyse five other co-located industry developments, two of which (Fenglin's particle board mill³; and Kawerau Dairy Company's⁴ new development) have been publicly announced. Three others are at the Feasibility Stage. We refer to these and Industry 1, 2 and 3. In total, beyond the construction phase anticipated for 2017-2019, the workforce required to operate these industries at full capacity will number 914 FTEs (full time equivalents). On the basis of available information, 323 FTEs will be required during the 2019 calendar year.

In order to ensure workforce demands are met in a timely way, there is no time to waste.

ISK and Toi EDA, the Eastern Bay of Plenty Economic Development Agency have co-invested in this study to collate available information with respect to Workforce demands both through the construction period and as businesses become established and progress to full capacity. This information enables us to then examine workforce supply, and the skill and availability gaps which need to be addressed.

Table 1: Summary of Upcoming Kawerau Projects and FTEs required for full Operationalisation⁵

	Fenglin Board Mill	Container Terminal	Kawerau Dairy	Industry 1	Industry 2	Industry 3
FTEs at full operationalisation	100	15	37	20	600	74
Expected operationalisation date	2020	2019	2018	2020	2022	2019

From available information a rapid construction period is anticipated by all six investors.

² <http://www.mbie.govt.nz/info-services/sectors-industries/regions-cities/regional-growth-programme>

³ <http://whakatanebeacon.co.nz/2017/04/180m-plant-for-kawerau/>

⁴ <http://www.ruralnewsgroup.co.nz/item/11744-new-maori-dairy-factory-for-bop>

⁵ Other industries have indicated interest over recent weeks

Detailed information is not currently available regarding specific skills and numbers required, but the accepted methodology to calculate this is based on investment in industrial construction.⁶

Based on an estimate of \$389m for construction across the six initiatives, direct, indirect and induced FTEs have been calculated, as summarised in Table 2 below:

Table 2: FTEs required for Construction Phase

2017-2020	Direct	Indirect	Induced
FTEs for Construction	1282	1864	2785

Timeframes

All six industries anticipate completing construction prior to December 2019, with one commencing operations in 2018, and three more anticipating commissioning during 2019.

Required Workforce Numbers

The following table compiles known timeframes and FTEs required for construction, commissioning and operations. This creates immediate demand for workforce planning.

Table 3: Workforce Numbers And Timeframes

KAWERAU WORKFORCE PLAN																			
Business	DIRECT FTEs			2018				2019				2020		2021		2022		2023	
	Construct	Operation Y1	Operation Y5	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
Container Terminal	41																		
		15	15					15				15		15		15		15	
Fenglin Particle Board	343																		
		100	100									100	100	100	100	100	100	100	100
Industry 1	172																		
		20	20									20	20	20	20	20	20	20	20
Dairy Factory	120																		
		28	37			28	28	28	28	28	28	28	28	28	28	28	28	28	9
Industry 2	549																		
		200	600					200	200	400	600	600	600	600	600	600	600	600	600
Industry 3																			
		74	74												74	74	74	74	74
Infrastructure	57																		
Totals - Construction	1282																		
Totals - Operation		437	846			28		243		363		563		837		837	846	846	846

⁶ Methodology based on Insight Economics multipliers

Required Workforce Skills

A preliminary assessment of skills required is listed below in Table 4.

Table 4: Summary of Skills Required
(NB based on specific information from four industries only)

Construction Phase	
Site Safety certification (all)	Administration
Engineering degrees and diplomas	Traffic management
Working at Heights	Gas cutting
Endorsed driver licenses	Concreting and concrete placing
Crane operator certification	Dogman operations
Security	Construction and Building quals
NCEA L2	Rigging quals
Wheels, tracks & rollers	
Operations Phase	
Site Safety Certification for all	NCEA Level 2
Management Degrees and Diplomas (some endorsed with technical qualifications)	Civil Engineering Degrees
Technical Diplomas, eg food science, timber processing	Accounting Diplomas
Distribution Qualifications	Leadership training
Endorsed Licenses	Food Handling/Safety
Trade Certificates	Mill Hand experience
Rigging Quals	Wood processing experience;
Approved Handler Certification (for timber preservation chemicals)	

Existing Demand

Anecdotally there is already unmet demand locally for skills and labour, including in manufacturing and transport. An immediate need is to quantify the scale and focus of this, and, with employers invest in co-designing or scaling up recruitment and training systems which are working well.

What Local Employers Are Saying

At the 26 October 2017 stakeholder Hui key messages from employers included:

- It's difficult to source personnel for many roles, both unskilled and highly skilled;
- Reduction in productivity is a significant barrier to recruiting trainees and interns and rangatahi;
- Employers don't have the resources (time/money/skills) to provide pastoral care;
- Pre-trade courses (secondary and tertiary) fail to ensure work competencies, and graduates do not have consistent quality of skills;

- Happy to invest in training for specific skills if recruits have the right attitudes and basic competencies for work;
- Promoting EBoP as a great place to work and live is important;
- And creating community networks that welcome new families including people from diverse international cultures;
- Need a locally driven employment agency with social services.

4. Supply Side

Available Workforce (Numbers, Ages, Location)

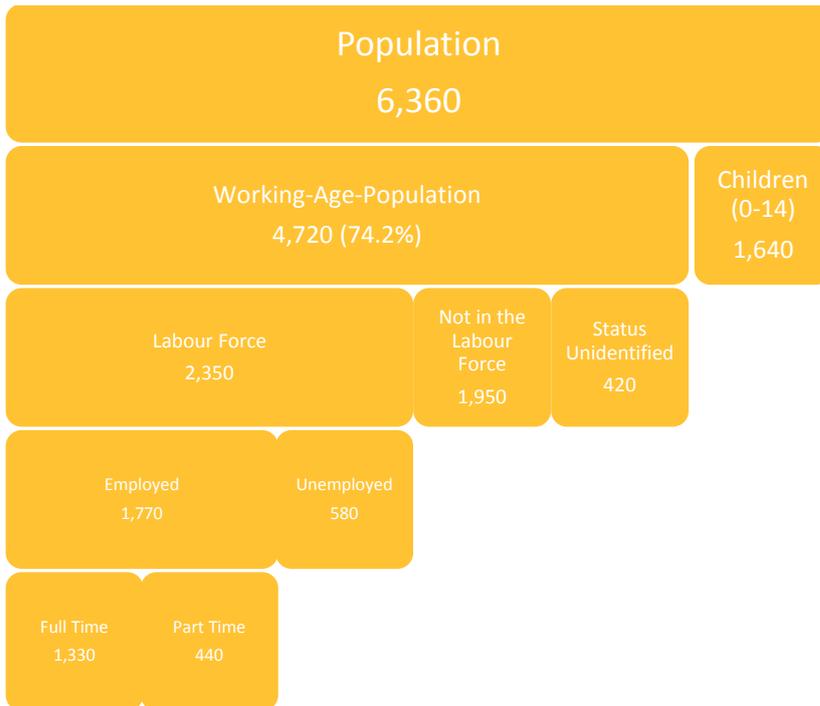
The Kawerau workforce has traditionally drawn from locals resident in the District, along with commuters from the wider Whakatāne District, and to a smaller extent, Rotorua. It is anticipated that these catchments, particularly Kawerau locals, affiliates to local Iwi returning home, and commuters from Whakatāne, will make up the majority of the operational workforce.

During the construction phase, it is anticipated successful tenderers, if located outside of these Districts, may bring some specialised personnel, but that the tender processes will require an emphasis on creating local and subregional pathways to work.

The most recent comprehensive assessment of Workforce Supply in the Eastern BoP was completed for Toi EDA by Martin Jenkins in late 2016.⁷

⁷ <http://www.toi-eda.co.nz/getattachment/About-Toi-Eda/Toi-EDA/EBoP-Workforce-Development-Project-Labour-Market-Update-Final-Report.pdf.aspx?lang=en-NZ>

Figure 1. Population and Labour Force Status, Kawerau, March 2013



Source: Statistics New Zealand, Census 2013
Due to rounding, some of the numbers do not add up.

Recent Labour Market research undertaken by the University of Waikato for the Tertiary Intentions Strategy Group confirms there is a very limited level of quality information at the subregional level. (Add in Taria Tahana’s work – 943 Māori employees in Kawerau)

Therefore one element of our Strategy will be to undertake research and “mapping” with local employers to ascertain:

- Current and anticipated labour supply and skill shortages;
- Proportion of workforces that are resident locally;
- Current local business involvement and experience in “growing the local workforce” (e.g. involvement with the schools, work exploration, work experience);
- Current approaches to succession planning;
- Ideas and opportunities for exploration ⁸.

The Martin Jenkins work pointed in particular to the large numbers of local people not actively involved in the workforce currently. This will be an area of focus in our early strategy, particularly for younger people.

⁸ We can draw on Mayors Taskforce for Jobs materials, and the learning from Te Pou Oranga ō Whakatōhea’s recent work

In Summary

- Population estimates for Kawerau indicate that growth is above the “high” growth scenario projection by Statistics New Zealand.
- The population is ageing, with people over 65 years of age expected to outnumber people under the age of 15 between 2023 and 2028.
- According to the 2013 census, Kawerau had a low labour force participation rate (working-age-population in the labour force) of 55 percent.

Local People Not In Education, Employment or Training (NEET)

- In 2013 Kawerau had the highest unemployment rate in the Eastern Bay of Plenty region, at 25 percent.
- The unemployment rates in the 15-29 age-group were especially high.
- In 2013, 58 percent of 15–19 year olds in the labour force were unemployed, while 49 percent of the 20–24 age-group and 44 percent of the 25–29 age-group were unemployed.

In June 2016, there were 1,074 beneficiaries in Kawerau: 569 (53 percent) on jobseeker support, 274 (25 percent) on the sole parent benefit and 214 (20 percent) on the supported living benefit. Of these, 818 were obliged to seek full or part-time work, and a further 263 were being prepared to seek work. Of those on jobseeker support, 412 were ready for work. The largest group of people obliged to seek full-time work were in the 20–24 age-group. The number of beneficiaries in the Jobseeker category decreased by 1.6 percent in the year to June 2016 and has declined 13 percent per annum over the last 3 years.

In June 2016 91 young people were receiving benefits and a further 73 engaged in youth services. Of the beneficiaries 82 percent have less than NCEA level 2 qualification and 71 percent are Māori. Benefits are linked to the support of 14 children of which 8 are aged less than 5 years.

More recently, MBIE have provided information specific to rangatahi who are NEET (not in employment education or training) in Kawerau:

- On Benefit - 192
- Not on Benefit – 46

Destination Of School Leavers

Table 5 shows the destination of Eastern BoP school leavers at December 2015, based on the last school they attended.

Table 5: School leavers by enrolled tertiary destination level at the end of 2015

	Not Enrolled in Tertiary (Employment, full time caring, NEETs etc)	Enrolled L1-L3 (Foundation Qual including NCEA or Equivalent)	Enrolled L4-L7 (National/NZ Certificates, Diplomas, Non-Degree L7)	Enrolled L7 or above (Bachelors Degree, Honours, Masters. Doctorates)	Total
Opotiki	63	35	22	7	127
Kawerau	24	23	10	6	63
Whakatane	207	98	86	105	496
Eastern Bay of Plenty	294	156	118	118	686

Source: Ministry of Education

(Noted that 2016 numbers should be available very shortly). Of the 686 students that left school at the end of 2015, 294 or 43 percent are not enrolled in tertiary education. This is higher in Ōpōtiki (50 percent) and lowest in Kawerau (38 percent) while Whakatāne is close to the Eastern Bay of Plenty average at 42 percent. Note that this also includes school leavers that are employed.

What Rangatahi And Young Employees Are Saying

Key feedback points from the 26 October stakeholder Hui included:

- It's hard to find out what's on offer, need ways to learn about job sectors - starting at school;
- Student Loans are a barrier (debt);
- Free courses are needed;
- Realistic skills need to be taught;
- Access to work experience opportunities is needed;
- Free driving license courses through TPK and Eastbay REAP are good;
- It would be good to have a simple accessible site with internet access and help on hand for finding out about jobs, filling in forms;
- Finding the right training – an info centre about training would help.

5. Good Practice And Our Kawerau Assets

Key Success Factors

Toi EDA has recently been working in support of Ōpōtiki efforts to prepare the local workforce for emerging industries in their District. The community has similar demographics to Kawerau, and some of the learning to date may be useful to apply in Kawerau, alongside existing initiatives and local knowledge. The reality is a significant portion of the potential local workforce may currently be on benefits. For a proportion of those people, benefit dependency may have been their entire way of life both personally, and intergenerationally, and may not be “work ready” in a short timeframe.

Some key workforce development success factors shared by Ōpōtiki are resonating with what Kawerau people are saying, including:

- Design “on-ramps” with attention to the individual first, and any barriers that will minimise their focus, and investment eg drugs and alcohol, accommodation, driver licensing, transport;
- A focus on enhancing self-knowledge, mana, and personal aspirations as the context for selecting vocational options;
- Pastoral care at all stages – in on-ramps, in education and training, in job placement and experience AND in employment;
- Integrate literacy and numeracy skills to all programmes including on ramps and work focussed training and education;
- Integrate progression towards achieving full driver licensing including on-ramps and work focussed training and education;
- Creating “work exploration” opportunities in on ramps so that participants get to know more about the “world of work” locally and subregionally;
- Integrate the soft skills into both foundation courses and into vocationally oriented education and training at all levels (License to Work);
- Intentional support for work ready youth AND youth ready employers – pastoral care, mentoring and in-work support.

Experience in both Kawerau and Ōpōtiki indicates it is counterproductive for both employers and job seekers to make placements in work until people’s basic needs, personal aspirations, and core competencies (the soft skills) have been attended to.

Kawerau's Assets

Key elements of workforce development are already in place locally – we need to co-ordinate them more effectively and add the missing pieces.

Kawerau has a strong set of organisations, programmes and relationships which contribute to growing our workforce. The following list is not comprehensive or complete, but indicates assets and strengths we can build on together.

- a) ISK
- b) Tarawera High School
 - Annual workforce experience programme with ISK;
 - DRIVE Tarawera – a school based driving instruction programme which to date supported 12 students a year to achieve their learner license and one to advance to restricted;
 - Exploring License to Work integration;
 - Gateway (TEC funded work experience programme); Trades Academy - secondary/tertiary interface programme at Toi Ohomai Institute of Technology;
 - DreamCatcher-runs from year 7 in the school and is a career based software programme which encourages students to examine themselves and explore career pathways for their future.
- c) Social Services

Manna: Youth Services - delivering specified WINZ services for YP YPP and NEET of certain ages
- d) Tuwharetoa ki Kawerau Hauora
 - Health, mental health, drug and alcohol support, housing support;
 - Health training pathway.
- e) Eastern Bay Energy Trust (EBET): energy industry taster courses
- f) Kawerau Life Konnect
 - Ex Intermediate School Facilities managed by a Trust with a community development and support kaupapa;
 - Foundation and entry level tertiary courses running there;
 - Night classes.
- g) Bluelight: Driving License support

- h) Eastbay REAP
 - Literacy/Numeracy
 - Driver licensing support
- i) Pou Whakaaro and Geneva Elevator: Employment focussed support for people with specific challenges eg mental health, various special abilities
- j) Te Wananga o Aotearoa: work support position for TWOA students
- k) Kawerau Enterprise Agency (KEA)
- l) Aspire to Business
- m) Iwi and Māori organisations and incorporations
- n) Local Employers: with proactive recruitment, training and support systems, including SMEs and larger businesses
- o) Training and trainers, Including Toi Ohomai and Te Wānanga o Aotearoa
- p) Business Association Service Clubs and Funders that support Workforce Development initiatives

6. Developing The Local Strategy

Stakeholders (See Appendix 1 for diagram depicting linkages between identified stakeholders involved in *Kawerau Pathways to Work Plan*).

Key Local Stakeholders - As above, especially including employers and jobseekers

Key Regional Stakeholders

- Tertiary providers as above
- BOPRC (Bay of Connections framework for ED/ Regional Growth programme, TIS) Regional Transport, etc)
- Eastbay REAP, Chamber of Commerce
- Funders

Key National Stakeholders

- MBIE, MPI via RGS; TPK, MSD, TEC
- Funders

Potential Roles – Employers

There is an opportunity for all industry investors to structure local and iwi workforce development into all tender specifications and contracts, in ways that are incentivising, rather than mandatory. The significant quantum of pending investments creates an enormous opportunity for Kawerau to work with multiple interests and sectors and tailor a local workforce development strategy and infrastructure suited to current, and emerging industry. Employers have an enormous vested interest in this potential because of efficiencies that can be created, and sustainability considerations.

Opportunities:

- Employers actively involved in and contributing to the workforce development strategy and infrastructure;
- Employers structure workforce development expectations into tenders /contracts;
- Employers help tailor new/refocussed locally available education and training where there are common requirements across industries;
- Employers create work exploration opportunities for secondary and tertiary students;
- Employers profile role models that share job and career pathways and experiences;
- Employers create work experience opportunities, and support rangatahi to achieve their License to Work;

- Employers make cadetships and apprenticeships available;
- Employers identify pathways from construction to ongoing operational employment.

Potential Roles – Other Stakeholders

Local Government

- Strategic local leadership in partnership with mana whenua, and in support of the local workforce development strategy;
- Contributions (including via Toi EDA) to enable design and implementation of initiatives.

Iwi And Māori Organisations And Incorporations

- Leadership and partnership role at multiple levels in Workforce Development Strategy and implementation;
- Industry development;
- Multiple investments in training, education and social services/pastoral care including eg scholarships and cadetships.

Central Government

- Effective cross government co-ordination and alignment of key agencies – MSD, Work and Income, TPK, MBIE, TEC, Min Edu, Department of Corrections, other? – in support of local strategy and programmes;
- Contribute funds to resource Kawerau strategy development, including around NEET;
- Resource critical success factors eg including literacy/numeracy; pastoral care at every step;
- Ensure Min Edu and TEC resources are applied to industry relevant training and education and vocational pathways.

Education And Training Providers

- Ensure Min Edu and TEC resources are applied to industry relevant training and education and vocational pathways;
- Collaborate to align locally available pathways to work;
- Integrate “Youth Employability Programme License to Work” into programmes;
- Provide/or collaborate with iwi and social services to ensure wrap around services and support for students and trainees, including high quality pastoral care.

NGOs/Whānau and Social Services

- Provide/or collaborate with education training providers to ensure wrap around services and support for students and trainees, including high quality pastoral care;
-
- Where relevant and relationships with industry are in place, provide employment support/ pastoral care to recruits.

Coordination

Industrial Symbiosis Kawerau will co-ordinate a locally-led approach which is likely to involve lightly co-ordinated clusters of action led by different stakeholders.

To support the collective and commitment a “backbone role” may be useful to:

- Act as an independent secretariat
- Support clusters of action
- Co-ordinate and disseminate information
- Co-ordinate monitoring and evaluation
- Identify gaps and potential new partners
- Attract additional resources

Appendix 1: Organisational Linkages/Structure: Kawerau Pathways to Work Plan

