

Kapiti / Horowhenua LABOUR MARKET STRATEGY

Work Nature Coast

*Draft Prepared for Kapiti and Horowhenua Labour Market Forum
Supported by the Ministry of Social Development*

2010

Prepared by Jeff Smith – Workforce Development: Nature Coast

INTRODUCTION

A Health labour market is a Key economic driver for regions.

A Healthy labour market is one that has high quality employment in productive and innovative industries, regions and businesses that drives sustainable economic growth and opportunities for the Nature Coast region

<i>Workforce Participation</i>	High levels of participation. This means that there is a high contribution to the labour market from those who are able and willing to do paid work in high quality, well paid and diversified employment
<i>Workforce Skills</i>	A more diverse adaptable and highly skilled workforce. Higher level of key skills adaptable to change. Lifting the skill level of workers contributes to higher productivity and raises our standard of living. Key skills include Literacy, Numeracy, Communications and Strategic thinking
<i>Workplace Issues</i>	High quality and productive workplaces within an effective regulatory environment. Workplaces that get the best out of their people by investing in people and technology.
<i>Sector Regional Issues</i>	High performing sector and regional labour markets. More people working in more productive high value areas of the economy. The economy is ever evolving and this has implications for the choices that businesses make about investment and training.

Why a Labour Market Strategy?

1. We will all understand the bigger picture
2. There will be a forum of interested parties
3. There will be an agreed plan
4. We will have a unified front when applying for project funding
5. The strategy partners will be easily identified when significant events occur

Recessions, Boom and Bust

New Zealand is currently experiencing an economic downturn. Labour market conditions have weakened, there are more redundancies and decreased job opportunities and the number of people facing longer term unemployment (rather than short-term spells between jobs) is likely to increase. Apart from its social and fiscal costs, long-term unemployment may erode some of the skill benefits acquired from higher educational achievement and greater work participation and thereby have far-reaching future consequences.

Long Term Focus

Sustainable economic growth has been identified as an important objective for the Kapiti / Horowhenua Region, and indeed New Zealand. To achieve this, improvements in labour market productivity, participation rates, skills availability, sector capability and export levels will need to be achieved. The strategic focus will need to be based on the communities' long term aspirations.

Sustainable economic growth also means growth that is less reliant on increasing volume and is more focussed on creating value.

The *Kapiti / Horowhenua Labour Market Strategy (Work Nature Coast)*) is the proposed mechanism for our local authorities, Central Government agencies, Education providers, Stakeholders and Businesses to achieve a district wide approach to addressing factors such as labour market constraints, growth pressures, infrastructure requirements, urban planning, economic development and social cohesion.

Work force development and work opportunities are a component of unlocking a regions economic potential. Hence the need for a Kapiti / Horowhenua labour market strategy that links the interdependencies between regional marketing, urban form, lifestyle opportunities, business friendly environment, migrant settlement, tourism and cross agency engagement; and business, education, training, Maori, community sector, local Government and central Government activities.

Development of the Kapiti / Horowhenua labour market strategy and its implementation is affected against a backdrop of:

- A decrease in the working age population in New Zealand and other OECD countries in the next 25 years.
- A relative decline in exports and other global economic measures for New Zealand compared with some OECD nations.
- A changing diversity of the work force with more women, Maori, pacific island peoples, Asian cultures and generational attitudes that will result in the need for more flexible work place practices. Twenty-five percent of the work forces were born outside New Zealand.
- Competition for jobs and/or employees within a strong economy and the global market.
- A greater complexity of work, new types of businesses and higher employer expectations.
- Changing technology and consumer behaviour driving the need for new skills.

Ducks in a Row

One of the challenges to addressing these labour market constraints is getting all the “ducks in a row”. There are a significant number of influencing agencies whose collaboration and co-operation will be essential in achieving the desired objectives. These agencies include:

- **Government departments:** Department of Labour, Tertiary Education Commission, Ministry of Social Development, Ministry of Economic Development, State Services Commission, Ministry of Education, Careers Advisory and Te Puni Kokiri
- **Training organisations:** the various Industry Training Organisations, Whitireia Community Polytechnic, Te Wananga o Raukawa, private training establishments, Youth 2 Excel, Kapiti Skills Centre, trade training and Universities
- **Employer, employee and business sector agencies:** Employers & Manufactures Association, Chamber of Commerce, Council of Trade Unions, recruitment companies and large regional employers
- **Community organisations:** Migrant services, Mayors Taskforce for Jobs, Youth transition services and groups working with those most disadvantaged in the work place.
- **Local authorities in the Kapiti and Horowhenua Districts.** (Including the Regional Authorities Greater Wellington / Horizons)
- **Iwi authorities**
- **Economic development agencies**
- **Regional tourism organisations**

Various stakeholder meetings have been carried out over the previous 24 months along with economic development agency involvement in a number of forums, industry sectors and local authority initiatives.

This strategy is an attempt to put down in writing the plan and actions required over a period of time to bring a healthy labour market to the Nature Coast region.

Such a challenge can be achieved through collaborative leadership and action.

The Economic Profile of the Nature Coast 2009 - BERL

For the purposes of the Work Nature Coast strategy, the region includes the boundaries of the local authorities of The Kapiti Coast and Horowhenua District Councils. Whilst each area has its business strengths, different population mix and training capabilities, economic and social interdependencies still exist across the region.

The sharp economic slowdown in New Zealand between 2007 and 2009 did not leave Nature Coast untouched. However, possibly as a result of the area's relative isolation from the world economy (Horowhenua scored 61st out of 72 on the BERL Relative Openness Index, and Kapiti Coast 69th), Nature Coast has weathered the storm relatively well.

Over the two years to 2009, GDP, GDP per capita, employment, labour productivity and business size all grew more strongly than the rest of New Zealand. Since 1999, growth on the Nature Coast has been more in line with national trends. Population and economic indicators have risen by similar percentages to New Zealand.

While business services continues to grow in importance, delivering almost two-fifths of Nature Coast GDP, retail and distribution still employs most FTEs, at 27 percent.

Manufacturing, once the third-largest sector in the region, has slipped to sixth as the particular profile of manufacturing on the Nature Coast (particularly textile and clothing) has been hurt by competition with overseas producers and New Zealand's overly-strong exchange rate. Despite the onslaught, the Nature Coast retains a high concentration of workers in textile and clothing manufacturing, at almost three times the national average.

Results are mixed across Kapiti and Horowhenua. The Kapiti Coast has been harder hit by the downturn, with results more in line with national trends. This may be due to the District's stronger links to Wellington. Horowhenua enjoyed a small GDP rise in 2009 even as the rest of the country struggled, with social services and business services GDP up strongly.

Across the key sectors, tourism has held up best in these trying economic times, with employment flat in 2009. Manufacturing has been hurt by falling demand and greater competition, while the primary sector saw moderate growth of 1.2 percent in employment.

In 2009, GDP growth managed a moderate -0.5 percent compared to -1.1 percent growth in New Zealand. This impacted on GDP per capita growth, resulting in a 1.2 percent decrease over the year, compared to a 2.2 percent decrease nationally.

Employment grew at the rate of 0.1 percent in 2009, significantly below the national average of 0.7 percent. The difference in growth rates of GDP (-0.5 percent) and employment (0.1 percent) resulted in productivity growth of -0.8 percent in the Nature Coast, above the national average of -1.9 percent.

There was a decline of 0.2 percent in the number of business units in 2009. Comparing a small increase in employment growth to a small decline in business units growth, it is not hard to realise the size of each business has been expanding over the year. Indeed, business size growth in Nature Coast achieved 0.3 percent in 2009, on par with the national average for business size growth.

The Population in the Nature Coast region has been growing since 1997. However, the rate of growth has not been as strong as it nationally. In 2009, it achieved a 0.6 percent increase, the same as last year's performance but still below the New Zealand average of 1.1 percent.

Table 2.4 Composition of Nature Coast economy in 2009

Sectors (2009)	FTEs		GDP (2009\$m)		Business units	
		%		%		%
Primary	2,188	10.4%	173	8.9%	1,097	14.1%
Manufacturing	2,085	9.9%	210	10.8%	428	5.5%
Construction	2,510	11.9%	139	7.2%	1,143	14.7%
Retail and Distribution	5,612	26.7%	361	18.6%	1,451	18.7%
Business Services	2,881	13.7%	729	37.5%	2,633	33.9%
Recreation Services	1,205	5.7%	63	3.2%	551	7.1%
Social Services	4,559	21.7%	269	13.8%	469	6.0%
Totals	21,039	100.0%	1,945	100.0%	7,772	100.0%

Source: BERL, Statistics NZ

Table 2.5 Nature Coast employment summary

Sector	Employment Number FTEs				%pa change		
	1999	2007	2008	2009	2008	2009	1999 to 2009
Primary	2,095	2,171	2,177	2,188	0.3	0.5	0.4
Manufacturing	2,671	2,277	2,200	2,085	-3.4	-5.2	-2.4
Construction	1,682	2,720	2,757	2,510	1.4	-8.9	4.1
Retail and Distribution	4,929	5,660	5,550	5,612	-1.9	1.1	1.3
Business Services	2,081	2,794	2,955	2,881	5.8	-2.5	3.3
Recreation Services	891	1,219	1,127	1,205	-7.5	6.8	3.1
Social Services	3,555	3,577	4,253	4,559	18.9	7.2	2.5
Nature Coast	17,904	20,417	21,019	21,039	2.9	0.1	1.6
New Zealand	1,473,526	1,840,284	1,854,636	1,866,747	0.8	0.7	2.4

Source: BERL, Statistics NZ

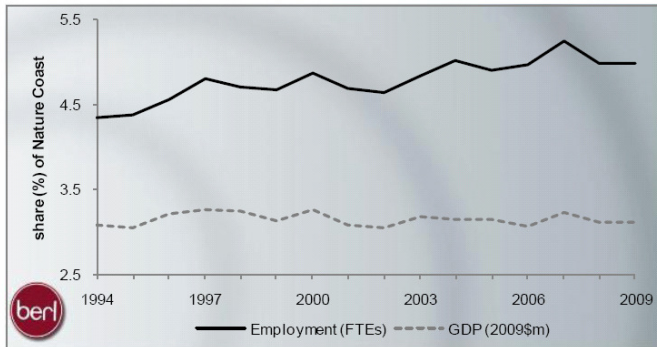
Table 2.6 Top 10 industries by FTEs

Rank by FTE size	Industry	Employment (FTEs)	
		2009	% of total
1	Agriculture	1,962	9.3
2	Education	1,654	7.9
3	Construction Trade Services	1,530	7.3
4	Business Services	1,406	6.7
5	Personal and Household Good Retailing	1,295	6.2
6	Food Retailing	1,240	5.9
7	Health Services	1,238	5.9
8	Community Services	1,218	5.8
9	Accommodation, Cafes and Restaurants	1,120	5.3
10	General Construction	980	4.7

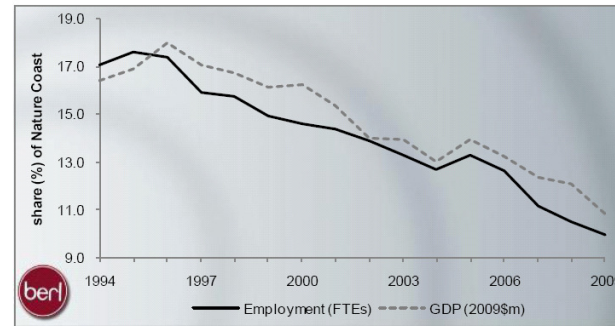
Source: BERL, Statistics NZ

Sectors

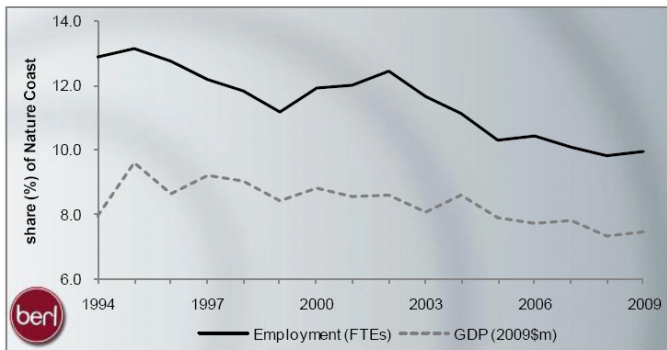
The contribution of tourism to the Nature Coast



The Contribution of manufacturing to the Nature Coast



The contribution of the primary sector to the Nature Coast



Linkages / Framework

As per the stakeholders request and the need to not ‘reinvent the wheel’ the strategy is drafted recognising the following linkages.

- The Wellington Regional Labour Market Strategy
- The HDC ands KCDC LTTCPs – Community Outcomes
- Nature Coast Economic Development Strategy
- Kapiti – Horowhenua Stakeholders Meetings.
- National Labour Market Frameworks and Economic Development Strategies
- Ministry of Social Development – Central Regional Plan 2009/2010
- 2009 Regional Employment Summit
- The Kapiti / Horowhenua Regional Maori Economic Development Strategy (Te Aho)

DRAFT

Work Nature Coast – Strengths, Weaknesses, Opportunities and Threats (2nd Q 2009).

Strengths

Horowhenua

Local apparel and textile manufacturing capability and resources
Food production, processing strength/expertise in horticulture
Maori education and enterprise
Tourism
Lifestyle
Abundant land designated for growth
Low cost base for growth

Kapiti

Lifestyle – quality of life
Low cost base for business
Tourism – easy one day destination from WN
Retail – strong weekend demand (Coastlands employs 1500 people)
Close proximity to WN and PN
Leverage collaboration and collective thinking.
Strong population driving GDP growth
High quality primary & secondary education
Tertiary strength; Te Wananga o Raukawa (TWOR) and Whitireia
Existing large employers; Pak’N Save, TWOR, TelstraClear, Aged Care

Work Nature Coast – Strengths, Weaknesses, Opportunities and Threats (2nd Q 2009). Continued.....

Weaknesses

Horowhenua

Static population growth

An aging workforce - difficulty in retaining skills

Low skilled work force that reflects a relatively low skill labour market, together with relatively low participation rates

“Low wage economy created by companies being price takers at the lowest end of the market which affects labour rates...”

“High value positions remain vacant but, on the other hand, there few of these...”

“A lack of commercial organisational leadership and identity”

“A rural mindset - there are significant differences between urban and rural with affects that are across the board”

“Low aspirations of the workforce - need for career pathways”

“Limited tertiary training infrastructure - other community infrastructure lacking”

“The predominance of small enterprises that have limited internal capability and therefore, no R&D...”

Lack of industry sector diversity and representation

“Lack of transport, public or otherwise...”

Kapiti

Population gap – in people aged between 20-39 yrs

A significant proportion of the population on fixed incomes (single mothers and retirees)

Limited employment opportunities for a range of skill sets

Big industries not represented (predominately, small businesses employing small numbers of people)

Retail Industry – generally seen as low wage/dead end option for employment

Kapiti viewed as a day out destination only – why not more?

Heavy traffic, risk of road closures

Work Nature Coast – Strengths, Weaknesses, Opportunities and Threats (2nd Q 2009)... Continued

Opportunities

Horowhenua

To attract industry - specifically in natural fibres and/or organics
Confirm core businesses - organise to facilitate interrelationships between core businesses.
Skills eco-systems - promoting the co-location of complimentary enterprises
Small businesses can work as larger business when they share competencies
Niche manufacturing - low cost high value.
Leverage collaboration and collective thinking.
The growing diversity in workplace ethnicity - skilled migrants a largely untapped resource/Migrants forum
Create career pathways for youth.
The growing Maori workforce
Proximity relative to larger centres, PN and WN
Promote the value of counter traffic flows to attract workers.
Education providers that also provide transport may gain a subsidy from TEC.
Targeted Tourism e.g. 'The baby boomers'

Kapiti

Core employment in Retail, Aged Care, Call Centres
Establishment of a Govt. Agency in the region
Opportunity to establish DRP sites
Diversity of the population centres, e.g. Paekakariki vs. Waikanae
Infrastructure development creating jobs,
e.g. Paraparaumu Airport & Otaki Industrial Park
Huge opportunities; Food/grocery retail, Coastlands growth, Dairy

Work Nature Coast – Strengths, Weaknesses, Opportunities and Threats (2nd Q 2009). Continued.....

Threats

Horowhenua

Tight monetary policy - global credit crunch
Cyclical slowdown – the low paid/low skilled the first to be laid off
Increasing unemployment
“Although an economic improvement is forecast inevitably there will be a lag before employment growth improves...”
The NZ apparel industry at risk from cheaper imports
“Proximity relative to larger centres, PN and WN”

Kapiti

Negative perception of young people towards the retail sector - significant churn
Strong employment in construction and retail vulnerable in the current recession
The perceived split north – south of Otaki
The ‘brain drain’ to WN and beyond
Transient population (makes it difficult for KCDC to manage expectations)
Recession – what are new rules of the game?
How to plan for post-recession?

Outcomes – What will the Work Nature Coast Labour Market Strategy Deliver

WHO	STRATEGY	OUTCOMES / GOALS
Work Nature Coast Forum	Labour Market Strategy	A Healthy Labour Market
Horowhenua District Council	LTCCP 2019 – Economic wellbeing Community Outcomes	A Greater range of employment opportunities and increased level of employment than exists at present
		Increased Economic activities as measured by a variety of local economic indicators
		Increased average household income to at least the national average
		Increased visitor numbers and spending
Kapiti Coast District Council	Community Outcomes	There is increased choice to work locally
		The District is a place that works for young people
		The District has a strong, healthy, safe and involved community
Wellington Regional Strategy Forum	Wellington Regional Strategy	Sustainable economic growth and a high quality of life for residents and newcomers
		Prosperous Community – All members of our community prosper from a strong and growing economy. A thriving business sector attracts and retains a skilled and productive workforce.
Nature Coast Joint Council initiative	Nature Coast Economic and Tourism Development Strategy	All citizens have positive economic opportunities and options. (including youth, Maori, Skilled workers and managers)
		A Cohesive and professional regional tourism industry
		The region is an attractive place to live, work and play

Ministry of Social Development	Central regional plan 2009 / 2010	People staying in work longer
		People find jobs and get back to work as soon as possible
2009 Regional Employment Summit	Participant snapshot survey results	New market identification and development
		Increased business efficiency
		Workforce training and skill development
Te Aho Forum	The Kapiti / Horowhenua regional Maori economic development strategy	Goal 2 – Enhancing Skills – including Te Reo, Literacy and Numeracy; Employment; Management and Governance
Te Runanga o Raukawa		
Te Ati Awa ki Whakarongotai		
Muaupoko Tribal Authority		
Te Iwi O Ngati Tukorehe Trust		
Ngati Toa Rangatira		
Horowhenua / Levin Business Association		
Kapiti Chamber of Commerce		

Work Nature Coast Labour Market

Vision

Nature Coast the ultimate place to be

Mission

To facilitate and measure the implementation of an integrated (and applied) strategy to ensure the Nature Coast has a Healthy Labour Market.

Note

1. Following consultation and the formation of the SWOT in workshops involving numerous people, the following broad areas were identified for action.
2. All are consistent with themes in the *Wellington Regional Strategy, Wellington Regional Labour Market Strategy, Kapiti and Horowhenua Community Outcomes, Central Government Regional Plans, the 2009 Employment Summit, The Kapiti / Horowhenua Regional Maori Economic Development Strategy* and the national labour market related frameworks and strategies.
3. Four Key areas were identified in 2008 / 2009 as priority areas. The majority of the goals under each priority area (Highlighted in Yellow) have been inserted by the author and or the Nature Coast Labour Market Forum using labour Market' Best Practice Guidelines' these are no way intended to reflect the aspirations of the community. Stakeholders are invited to feed back with current solutions being undertaken or recommendations.

OBJECTIVES – The areas we want to achieve in with the Labour Market Strategy are

Workforce Participation

Goal - High levels of participation. This means that there is a high contribution to the labour market from those who are able and willing to do paid work

Workforce Skills

GOAL - A more diverse workforce, higher level of key skills adaptable to change. Lifting the skill level of workers contributes to higher productivity and raises our standard of living. Key skills include Literacy, Numeracy, communications and strategic thinking

- Skills Development -
- Education & Training – Targeting Employer and Industry Needs
- Youth Education and Skills

Workplace Issues

GOAL - High Quality and productive workplaces within an effective regulatory environment. Workplaces that get the best out of their people by investing in people and technology.

- Leadership and Management
- Productive Workplace Culture
- Innovation and Technology
- Investment in People and Skills
- Measuring what matters
- Networking and Collaborating

Sector, regional issues

GOAL - High performing sector and regional labour markets. More people working in more productive high value areas of the economy. The economy is ever evolving and this has implications for the choices that businesses make about investment and training

- Retention and Attraction of Industry – Providing a greater range of jobs locally, preferably higher value, skilled work.
- Business Growth – Encouraging business development
- Local Employment – Providing a greater range of jobs locally, preferably higher value, skilled work

- Tourism
- Infrastructure – Reliable and Adequate provision of both Public and Private infrastructure – emphasis on communications
- Land Use

DRAFT

STRATEGIES

Workforce Participation – High levels of participation

Participation in the labour market, measured by the employment rates, contributes to the size of the regional economy and theoretically helps drive GDP growth. For the purposes of this strategy, increasing participation rates can assist in meeting labour and skills shortages, address regional variances in participation rates and focus on reducing the barriers to work force participation experienced by some groups. It is generally accepted that by improving participation rates amongst those most disadvantaged in the work force, that social and health objectives are also advanced.

Typically lower participation rates are evident amongst Maori, Pacific Peoples, migrants, refugees, people with disabilities, older people, women with children and youth. The strategy will focus on progressing these groups into quality and secure employment.

Issues

- An aging workforce
- Lack of transport public or otherwise
- Young people moving from region for employment Opportunities

Rationale

Strategic Response – Workforce Participation

<i>Constraint or Issues</i>	<i>Solutions</i>	<i>Indicator/Measure</i>	<i>Key Agencies</i>	<i>Time Line</i>
An aging workforce – loss of skills as people retire				
Lack of transport – Public or otherwise				
Young people relocating outside region for employment	The ZERO Youth unemployment initiative (Kapiti)	No one between the age of 18 – 24 on the unemployment benefit	MSD, NC, COC, KCDC	

Workforce Skills

A more diverse workforce, higher level of key skills adaptable to change. Lifting the skill level of workers contributes to higher productivity and raises our standard of living. Key skills include Literacy, Numeracy, communications and strategic thinking

Key Issues

- Low skilled work force that reflects a relatively low skill labour market
- Low aspirations of the workforce
- Limited tertiary training infrastructure

Opportunities

- Education Providers may provide transport
- Develop career pathways
- Establish skills eco-system – promoting the co-location of complimentary enterprises

Rationale

Strategic Response – Workplace Skills

<i>Constraint or Issue</i>	<i>Solutions</i>	<i>Indicator/Measure</i>	<i>Key Agencies</i>	<i>Time Line</i>
Low skilled work force that reflects a relatively low skill labour market	Education – ITO skills			
Low aspirations of the workforce				

Workplace Issues

High Quality and productive workplaces within an effective regulatory environment. Workplaces that get the best out of their people by investing in people and technology.

Issues

- A Lack of organisational leadership
- Lack of high value vacancies
- A high number of SMEs that have limited internal capacity therefore no R&D
- Workplace culture of low productivity
- Limited investment into people and skills
- Lack of measuring productivity

Opportunities

- Investment in Leadership and Management
- Identifying and marketing the plethora of resources available for up skilling people and skills
- Education on the value of innovative practices and the benefits of investment into technology
- Implementing practices to enable workplaces to become centres of high productivity

Rationale

-

Strategic Response – Workplace Issues

<i>Constraint or Issues</i>	<i>Solutions</i>	<i>Indicator/Measure</i>	<i>Key Agencies</i>	<i>Time Line</i>
A Lack of organisational leadership	Nil			
Lack of high value work	Business Attraction Strategy	Number of Businesses relocating to the NC region	District Councils MSD NC	
No R&D capacity	Grow Wellington – NZTE / FRST Programmes	\$\$ Attracted to Region	Nature Coast Grow Wellington	
Workplace Culture of low	Business Advisory Board			

productivity	Business Training			
Limited investment into people and skills				
Lack of productivity measures				

DRAFT

Sector, Regional Issues - High performing sector and regional labour markets. More people working in more productive high value areas of the economy. The economy is ever evolving and this has implications for the choices that businesses make about investment and training

Issues

- Static Population Growth
- Aging Workforce
- Lack of Industry sector diversity
- Retention and attraction of Industry
- Business Growth
- Lack of high value skilled local employment – People travel out of Nature Coast to work
- Infrastructure – Communications
- Land Use

Opportunities

- To attract targeted industry sectors
- Niche Manufacturing
- Counter traffic flows to attract workers
- Tourism targeting Baby Boomers
- Destination Marketing to Industry, Export markets.

Rationale

Strategic Response – Sector & Regional Issues

<i>Constraint or Issues</i>	<i>Solutions (Priority)</i>	<i>Indicator/Measure</i>	<i>Key Agencies</i>	<i>Time Line</i>
Static Population Growth				
Aging Workforce				
Lack of Industry sector diversity				
Retention & Attraction of Industry				
Business Growth				
Lack of high value skill employment				

Infrastructure – Communications				
Land Use				

MONITORING and EVALUATION

Performance measures and processes will be required to help monitor the effectiveness and the impact of actions arising from the implementation of the Work Nature Coast strategy. This would involve monitoring progress towards achieving the strategic GOALS in addition to measuring the specific programme outcomes. Attributing programme outcomes to the higher level regional goals will be more difficult and although could be an unrealistic exercise, effort should be made to attempt this

Indicators or measures in this strategy are designed to provide guidance only. Further detailed consideration will be required to identify appropriate measures for each action area.

Likewise, the *Key Agencies* identified in this strategy as those considered essential in the implementation of specific action areas, however by no means a comprehensive list of who should be directly involved to maximise impact and effectiveness. Action plans should identify both a lead agency and the important partners. In many cases the lead agency will already be charged with monitoring and evaluating regional labour market performance and behaviour.

Specifically the Nature Coast Work Forum will need to develop as part of the implementation process:

- An agreed shelf life and/or review period for the strategy
- An agreed process for implementation and monitoring of the strategy
- Action plans for the various work streams that identify the lead agency, other participants, performance measures and time lines or the identification of agencies and organisations already involved in this work
- An evaluation framework, both within the context of the Work Nature Coast Labour Market Strategy
- Reporting and feedback processes with stakeholders agencies

Acknowledgements

- Wellington Regional Labour market Strategy – www.wrs.govt.nz
- EDANZ – Regional Labour Market Development – Best Practice
- Kapiti Stakeholders Meeting – SWOT
- Horowhenua Stakeholders Meeting – SWOT
- Economic Profile of the Nature Coast – Kapiti and Horowhenua in 2008 – BERL
- www.wrs.govt.nz Wellington Regional Strategy
- Kapiti / Horowhenua Regional Maori Economic Development Strategy
- DOL Workplace Productivity Toolkit

This Document prepared with assistance from the Ministry of Social Development

DRAFT