MUKA TANGATA
People, Food and Fibre
Workforce Development Council

Engagement Strategy 2023

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Introduction

Engagement with the key industry and sector partners of Muka Tangata is key to understanding their education and training needs. Muka Tangata also engages with key organisations in the Vocational Education & Training (VET) sector to broker the training and support delivery required by our sector.

This strategy outlines the approach to engagement for 2023 led by the Muka Tangata Engagement and Partnership team to support the operational teams to meet their outcomes and how we will contribute to Muka Tangata achieving our key deliverables 2023 to 2027. The strategy refers to engagement that leads to development of workforce development plans (WDPs) and supports the work of the operational teams in qualifications and standards development and quality assurance.

Scope

This Phase 2 plan builds on our Initial Engagement Model Initial Engagement Model 2022.pdf , incorporating the same key principles and working from the processes that have been developed in our first year of operation.

The plan gives an overview of our approach to engagement to achieve Muka Tangata goals. It outlines key foci for the 2023 year and how we intend to build towards achieving objectives in 2023-2027.

A work plan for the Engagement and Partnerships Team and each team member will be developed from this strategy.

Out of scope

- Industry specific workplans are out of scope. These are part of the way we work and will be developed for each industry by Engagement and Partnership Managers and Leads.
- Māori Engagement Action Plan that aligns to this strategy which sets out the approach for engaging with Maori Engagement Action Plan.pptx
- Engagement that routinely occurs as part of other operational teams' regular work.

Whāinga, ngā putanga e manakohia ana | Purpose and expected outcomes

To support the achievement of Muka Tangata vision, deliverables and outcomes as set out in our Statement of Strategic Direction.

Vision: A food and fibre workforce, and education and training system, that enables industry and partners to flourish in a manner that honours te Tiriti o Waitangi. [1]

[1] [1] "Industry and partners" includes industry bodies, employers, unions, employees, learners, and whānau, hapū and iwi Māori, as identified in the Muka Tangata Order in Council 2021.

Outcomes we contribute to

O1- People in our sector have the information and understanding to take action on skill and workforce issues.

O2 – People in our sector have the skills and workforce capability they require to meet shared and diverse needs and aspirations.

O3 – Equitable and quality learning and support are available when, where and in the diverse ways that people require.

D1 Workforce Development Plans and Leadership

D1.1 - Foundation industry workforce development plans (WDPs)

D1.2 - Priority population segmentation

D1.3 – Cross-cutting issues

D2 Qualifications, Standards and Micro-Credentials

D2.1 - New approach to learning pathways and qualification design

D2.2 - New skills standards

D2.3 - Priority micro-credentials

D3 Advice, Action, & Assurance

D3.1 - Comprehensive advice to TEC

D3.2 - Implementing WDPs; WDPs online

D3.3 - New approaches to quality assurance and enhancement

Focus for engagement

- In 2023 we will continue to connect with and support our key stakeholders, formalising some partnerships
- We will consolidate processes for collecting meaningful information from our industries and will actively seek a range of views and perspectives, including those who are not currently engaged with vocational training or who are underrepresented
- We recognise that for most industries as well as key stakeholders there are other groups who might not have such vocal or clear representation and may offer views that differ from those commonly heard but which need to be articulated. We will seek these out to ensure our information and advice to government, and to support our sector, is balanced.

Expected outcomes

- An understanding of the issues, opportunities and challenges for our industries that is both broad and deep is developed
- A wider range of perspectives and challenges faced in our sector is articulated
- Deeper probing of problems that industries have identified and testing different approaches that could lead to innovative solutions
- Opportunities and solutions that might be more complex or less orthodox than a 'fast fix' can address are developed
- We take on selected challenging topics and champion some causes, for instance active encouragement for employers to think about new ways to take on employees
- We will contribute to better cross-Ohu Ahumahi collaboration in engagement and greater clarity about how to work together
- We are recognised for our expertise and our ability to facilitate training solutions for our sector.

Engagement model

Engagement will be consistent with our tikanga as set out in our Statement of Strategic Direction:

- **Industry led** – strong voices from all parts of industry
- **Te Tiriti based** – building our ability to honour te Tiriti o Waitangi
- **Partnership** – working in new ways with others
- **Equity** – focus on great outcomes for all
- **Openness** – in our thinking and actions, exploring diverse ideas and options

Principles of operation

We will continue to work with the key principles that were stated in our initial plan:

- For each engagement we will connect in a way or ways that are consistent with Muka Tangata commitment to **te Tiriti o Waitangi** and to being a good partner. We will be led by the Poutiaki Pāhekoheko and draw on the collective expertise of kaimahi Māori for guidance when connecting with Māori partners and stakeholders.
- We will work **respectfully** and we will actively seek a range of views to build a balanced picture of sector needs and issues.
- **Connecting kanohi ki te kanohi - face to face**, where possible, virtually as necessary. We want to first establish a relationship as the basis for future engagement.
- We want to see Māori thrive at least as well as the other Treaty partner.

The Engagement and Partnerships team

The Engagement and Partnerships team takes the lead on engagement for the development of workforce development plans and supports the work of other teams in qualifications and standards development, programme endorsement, and quality assurance. Our role is to be a conduit for relationships with our sector and facilitate the gathering of information needed for our work. Effective

engagement is a key input to the development and completion of the WDPs and contributes to implementation.

Engagement and Partnership Managers and Leads work with their allocated industries. They build relationships and in-depth understanding of the issues, challenges and opportunities for their industry. They also have responsibility for other key relationships, for instance each one has responsibility to be the key Muka Tangata contact for their allocated Regional Skills Leadership Group(s).

All engagement activity for the Engagement and Partnerships Team is recorded in Aka Kōrero, the enterprise tool for managing relationships. This tool developed considerably over 2022 and we need to continue to work with the systems experts and our Ohu Ahumahi colleagues to get improved functionality so that we can interrogate the information more usefully. We report on the engagement that we facilitate. Because of the way we work with our colleagues in other teams we need to develop an understanding of how we can use Aka Kōrero best for a full picture of engagement that contributes to WDP processes.

Ngā Rourou

We have created 14 cross-organisational teams, or rourou, made up of kaimahi from each of our operational teams: Engagement and Partnership, Skills Leadership and Advice, Qualifications and Standards, and Quality Assurance and Enhancement. The Manukura will ensure there is kaimahi Māori input into each rourou.

Each rourou is convened by the Engagement and Partnerships Team Manager for each industry.

Ngā Rourou will enable the development of a shared understanding of the aspirations and needs of each industry and ensure that our teams' knowledge about potential solutions is shared. Ngā rourou will:

- Support the workforce development planning process for each of the 14 industry plans
- Support the qualifications, standards and micro-credentials development process for that industry
- Support the programme endorsement process for programmes relevant to that industry
- Support the quality assurance and enhancement work for delivery for that industry.

Once each workforce development plan has been finalised, the Engagement and Partnerships team consults with key players in the industry and with providers to facilitate the solutions identified in the plan. This will involve supporting the development of programmes, qualifications, micro-credentials, standards and other actions that provide workforce solutions for the industry.

Ngā Rourou are the mechanism for ensuring the collective expertise of Muka Tangata is drawn on. We will work closely with the Communications team to help achieve our goals. The Engagement and Partnerships team is a key conduit for developing key messages and ensuring that these are consistently shared with our sector. (Refer to the **Communications Strategy**).

Key Audiences

We deliver for three key groups:

Sector, Industries and Employers

We deliver outcomes for the whole sector, for industries within our sector, and for individual employers: *We have organised our industries into 14 industry groups and engage with each of them to develop and deliver workforce development plans.*

Whānau, Hapū and Iwi

We deliver outcomes for whānau, hapū and iwi Māori, across our sector and industries and across Aotearoa: *We will engage with organisations and groups representing these interests across our sector.*

Diverse Learners and Employees

We deliver outcomes for the full diversity of learners and employees across our sector and industries, including ākonga Māori, Pacific peoples, disabled people, women, older people, and people in rural communities: *We will develop mechanisms to engage with both learners and employees across our sector.*

Key focus for 2023

In 2022 our focus was on establishing and building a team, and connecting with key organisations and entities in our sector to build the foundation for our first workforce development plans.

2023 will be about continuing to build strong connections with all parts of our sector with emphasis on getting to the groups who are underrepresented in current vocational education.

In working through Ngā Rourou and closely with the Skills Leadership and Advice team, our team contributes significantly to the development of the Muka Tangata approach to producing workforce development plans. After completion of these by end of March 2023 we will review our team's processes and how effectively we have worked with other teams.

First Quarter 2023

The first quarter focus is on the completion and validation of initial industry workforce development plans by March 31. Validation will include reconnecting with key industry peak bodies and employers to ensure that plans are recognisably articulating industries' views and issues.

Second to Fourth Quarters 2023

From the second quarter our focus will be:

- reviewing the Engagement and Partnerships approach to engagement and how we can work best to support development of Muka Tangata emerging methodology for WDPs
- communicating the content of workforce development plans and the process that will follow
- taking WDPs more widely to industry to test validation
- beginning implementation of the recommendations and actions from each plan in partnership with providers, industry, government, and whānau, hapū, and iwi Māori

- developing more methods to support engagement with diverse groups
- seeking out quality engagement with underrepresented audiences so that our future advice to government fully represents the views and needs of the sector
- targeted engagements to gain stronger understanding of diverse communities' aspirations and to facilitate or broker innovative and effective solutions
- identifying projects where we can assist the sector with innovative and future focused workforce solutions
- development of measures for engagement that are qualitative as well as quantitative.

We expect that this process will be cyclical, and this process is our 'output' in line with the WDP cycle to help us work towards achieving 2027 objectives.

Key industry activities throughout the year provide an opportunity to build Muka Tangata awareness, to make and maintain industry connections and keep abreast of current and emerging issues. We will work with our colleagues and Council members to achieve a presence within practical constraints.

Work with other teams

We will work closely with colleagues from other teams in Muka Tangata, primarily through Ngā Rourou, where understanding and information about each industry is shared and, more specifically as work plans for other teams are implemented, to support them and be a prime conduit for information and intel.

Other operational teams also have important relationships with our sector and we need to work effectively and deliberately with them. Our team has to understand and clearly communicate key strategic messages from the other operational teams and be trusted sources of accurate information as well as knowing the limits of their own expertise.

- The Quality Assurance and Enhancement Team takes the lead with provider relationships. We will work closely with them to support promulgation of their key messages about quality assurance.
- The Qualifications and Standards Team interacts with representatives from our industries and provides the specialist knowledge about what might be achievable in standards, qualifications and in other credentials. We will work closely to support this team with their work and to call on their expertise when needed for the engagement we lead.
- We work with the Skills Leadership and Advice Team to run the processes to develop the workforce development plans and to input to their content.
- We need to develop processes to capture the engagement that occurs through these teams as part of their work.

As we implement the action items from the workforce development plans our team will also need to continue to nurture the industry relationships they have already developed and work with other entities as needed to achieve the outcomes.

Across Ohu Ahumahi collaboration

In 2022 we saw the beginning of collaboration across Ohu Ahumahi, particularly in engagement with iwi. In 2023 this will be a focus, and we will seek out opportunities to collaborate, in consideration of the

impact of multiple agencies each contacting our stakeholders and to look for innovative solutions that are genuinely learner and industry centred.

We have a specific and separate workplan for Māori Engagement. This work is led by the Poutiaki Pāhekoheko who works closely with the Manukura and other kaimahai Māori as well as with all Engagement and Partnerships team members and others from Muka Tangata and across the Ohu Ahumahi.

We expect our work plans will flex and change over the year as we get to know more and as we become more established. We want to undertake planned activity and have the capacity to respond to opportunities that arise as we get deeper into our work.

Key partners

While we work with all parties in our sector and beyond, we recognise there are key organisations in each of our industries and in the vocational education sector that we need to keep close connections with as we build our wider networks and to enable us to meet our objectives. These are:

Industry organisations

DairyNZ	*Beef + Lamb NZ*	*Deer Industry NZ*	*Forestry Industry Contractors Association (FICA)*
Horticulture NZ Tangata Huawhenua	*Apples & Pears*	*Seafood NZ*	*Pāmu*
NZ Thoroughbred Racing (NZTR)	*Harness Racing NZ (HRNZ)*	*Greyhound Racing NZ (GRNZ)*	*NZ Thoroughbred Breeders Association (NZTBA)*
Foundation for Arable Research (FAR)	*Apiculture NZ*	*NZ Winegrowers*	*NZ Pork*
Poultry Industry Association NZ (PIANZ)	*NZ Sports Turf Institute (NZSTI)*	*NZ Plant Producers*	*NZ Institute of Primary Industry Management (NZIPIM)*

Government and education

Ministry for Primary Industries (MPI)	*Ministry of Education*	*Ministry for Business, Innovation and Employment (MBIE)*	*Tertiary Education Commission (TEC)*
Regional Skills Leadership Groups	*Food and Fibre Centre of Vocational Excellence*	*NZQA*	
Te Pūkenga Primary ITO Competenz	*Te Whare Wānanga o Aotearoa and other Wānanga*	*Registered PTEs - ITENZ*	*Lincoln University*

Massey University	*Food and Fibre Capability Forum*	*Primary Production Committee*	

Learners

NZUSA	*Te Mana Ākonga*	*Disabled Students Association*	*Young Farmers*
Rural Youth Network			

Cross-sector groups

Federation of Māori Authorities (FOMA)	*Federated Farmers*	*NZCTU*	*Rural Leadership Trust*
NZIPIM	*Agri-Women's Development Trust*	*Rural Women NZ*	

Aromatawainga o te angitu | Evaluating success

Success measures

- The first cycle of Workforce Development Plans completed (with industry validation) for 14 industries by the end of March 2023.
- Other issues or areas that emerge outside the WDP cycles will be evaluated and responded to, to give the sector confidence we are available and also keep a clear focus on expected outcomes.
- Recommendations and actions for each industry that are within the mandate for Muka Tangata will have begun and the Engagement and Partnerships team will have clear overviews of activity and how it progresses.
- Engagements and key points from these are recorded in our enterprise tool, Aka Kōrero.
- Monitoring of number, type and nature of engagements will be reported bi-monthly to Council, and a way to report on quality and impact will be developed.

Arotake | Review

- We will review our approach to engagement in April-May 2023 and again towards the end of 2023 to identify progress towards achieving targets and the objectives of our Strategic Direction.
- We will review this plan regularly as it is implemented.
- Feedback will be sought in ways that are relevant to the level and type of engagement. We will investigate how the tools we have available will support us with seeking and analysing feedback when we choose formal methods.
- We will monitor our engagement on an ongoing basis.

Puka haere tahi | Accompanying documents

Initial Engagement Plan

Initial Engagement Model 2022.pdf (working document in Sharepoint)

Industry plans

General Ngā rourou docs (working documents in Sharepoint)

Māori Engagement Plan

Maori Engagement Action Plan.pptx

Muka Tangata Industry Groups (as approved by Council)

Industry	**Sub-groups**
Nursery, turf and gardening (IG1)	Nursery production (A011100, A011200) Floriculture production (A011400, A011500) Turf growing (A011300) Gardening services (N731300)
Vegetables (IG2)	Mushroom growing (A012100) Vegetable growing (A012200, A012300) Fruit and vegetable retailing (G412200)
Grapes and Wine (IG3)	Grape growing (A013100) Wine and other alcoholic beverage manufacturing (C121400)
Fruit (IG4 with potential sub-groups)	Kiwifruit growing (A013200) Berryfruit growing (A013300) Apple and pear growing (A013400) Stone fruit growing (A013500) Citrus fruit growing (A013600) Olive growing (A013700) Other fruit and tree nut growing (A013900) Fruit and vegetable retailing (G412200)
Apiculture (IG5)	Beekeeping (A019300)
Arable (IG6)	Rice growing (A014600) Other grain growing (A014900) Cereal grain wholesaling (F331200) Sugar cane growing (A015100) Cotton growing (A015200) Cotton Ginning (A052100) Other crop growing (A015900)

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Sheep, Beef and Deer farming (IG7)	Sheep & Beef farming (A014100, A014200, A014300, A014400, A014500) Deer farming (A018000) Shearing Services (A052200) Wool wholesaling (F331100)
Dairy farming (IG8)	Dairy cattle farming (A016000)
Poultry, Pigs and other livestock farming (IG9)	Poultry farming (A017100, A017200) Pig farming (A019200) Other livestock farming (A019900)
Equine, dogs and racing (IG10)	Horse farming (A019100) Horse and dog racing (R912100, R192900)
Veterinary (IG11)	Veterinary services (M697000)
Seafood (IG12)	Aquaculture (A020100, A020200, A020300) Fishing (A041100, A041200, A041300, A041400, A041900) Seafood processing (C112000) Fish and seafood wholesaling (F360400)
Forestry (IG13)	Forestry (A030100) Logging (A030200) Forestry Support Services (A051000)
Support Services (IG14)	Other agriculture and fishing support services (A05900) Landscape construction services (E329100) Other agricultural product wholesaling (F331900) Rural Pest Control

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