

# Just Transitions - Southland Workshops

Hui #2 - Te Rau Aroha Marae, 8 July  
Report prepared by Melissa Jenner

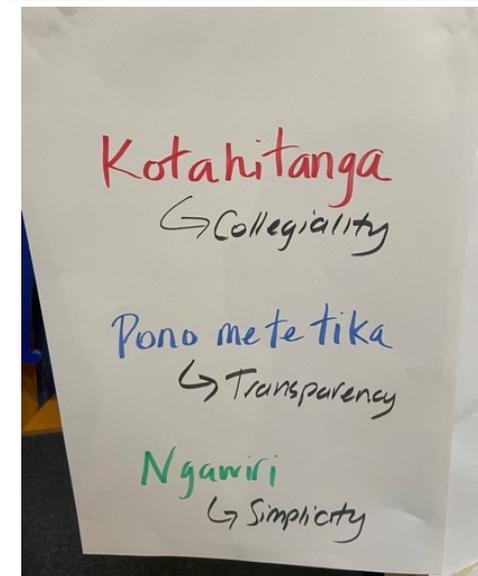
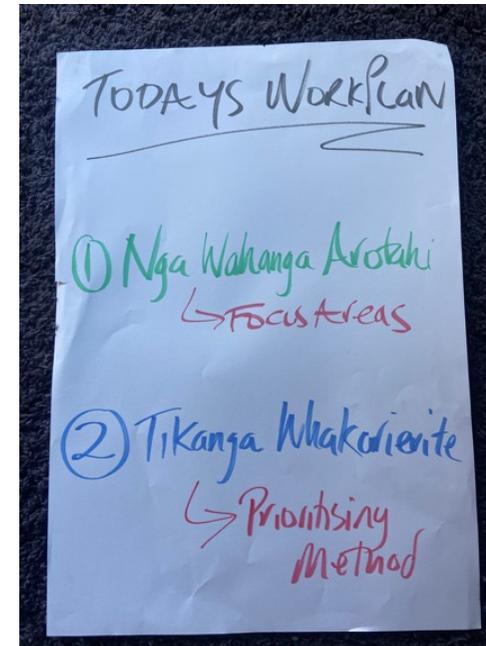
# Workshop Attendees

Business/Industry	COIN South	Louise Evans
Business/Industry	Great South	Ben Lewis
Community	Community Trust South	Jackie Flutey
Community	South Alive	Julz Orr
Education	Frontline Training Invercargill	Nadia Steedman
Education	SIT	Trish Lindsay
Education	SIT	Marcus Tuwairua
Government	MBIE/PDU	Jason Leppens
Government	MoE	Ivan Hodgetts
Government	MSD	Libby Frampton
Government	MPP	Lisa Tou
Government	Southern DHB	Janice Burton
Iwi	Awarua Rūnunga	Ana Beaton
Iwi	Hokonui Rūnunga	Jo Brand
Iwi	Hokonui Rūnunga	Penny Nicholas
Iwi	Oraka-Aparima Rūnaka	Rewi Davis
Local Govt	Gore DC	Anne Pullar
Local Govt	Invercargill CC	Georgia ?
Local Govt	Invercargill CC	Rhiannon Suter
Local Govt	Southland DC	Michelle Stevenson
Unions	E tū	Anna Huffstutler
Unions	E tū	Martin Nepia
Business	MR	Janet Hodgetts



# Workshop Agenda

1. Welcome, Introductions, Purpose
2. Goals & Targets
3. Prioritisation Approach



# Goals & Targets

Individuals were asked to join Groups that ‘best matched their skills, experience & interest’.

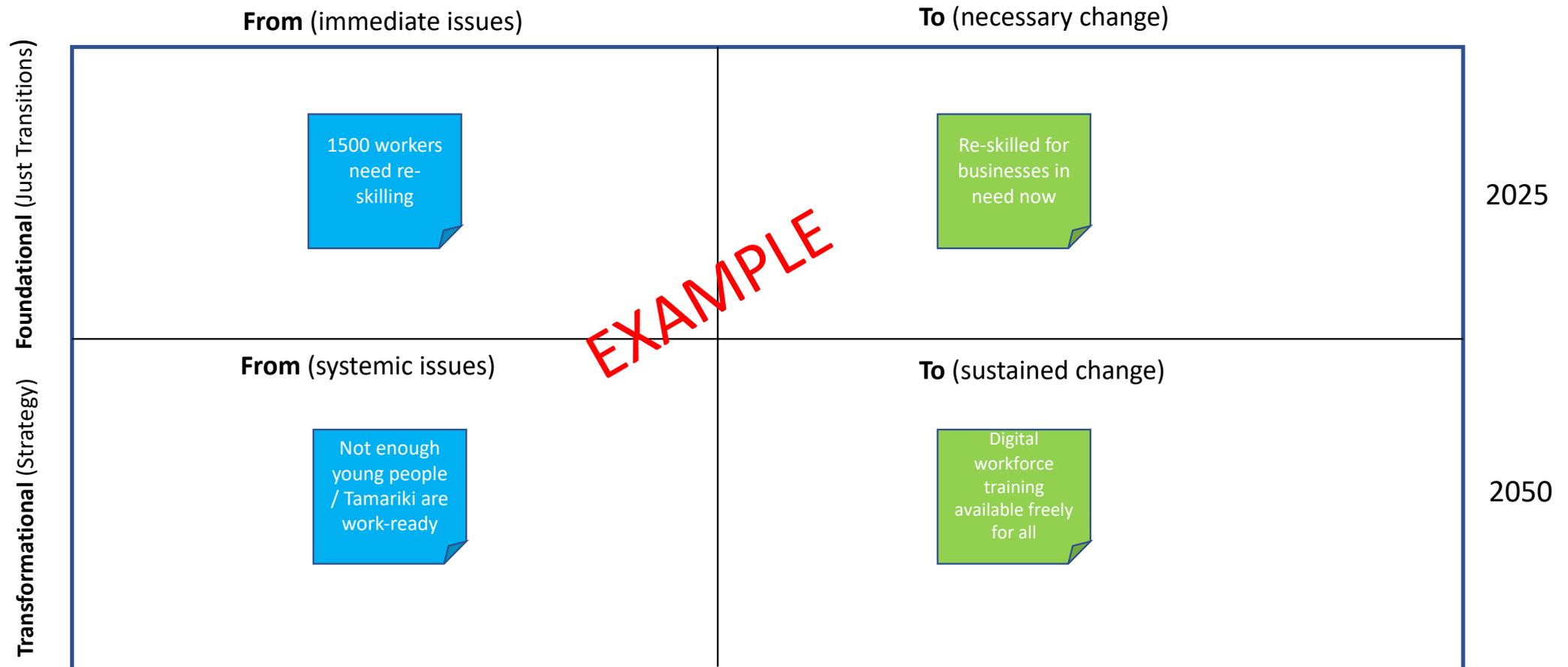
The groups were:

- Economic & Attraction
- Employment, Training & Education
- Community & Cultural
- Environment

They were asked to ratify the goal statement for their area (long term) then set targets – both short term (related to the Just Transition) and longer term (related to Strategic change).

# FOCUS AREA: Employment, Training & Education

**Goal Statement** *Sustain & maintain a vibrant, diverse workforce through access to diversified employment opportunities and innovative training programmes.*





## FOCUS AREA: Economic & Attraction

**Goal Statement** *A sustainable & diversified economy, attracting new industries & employment, driven by innovation*

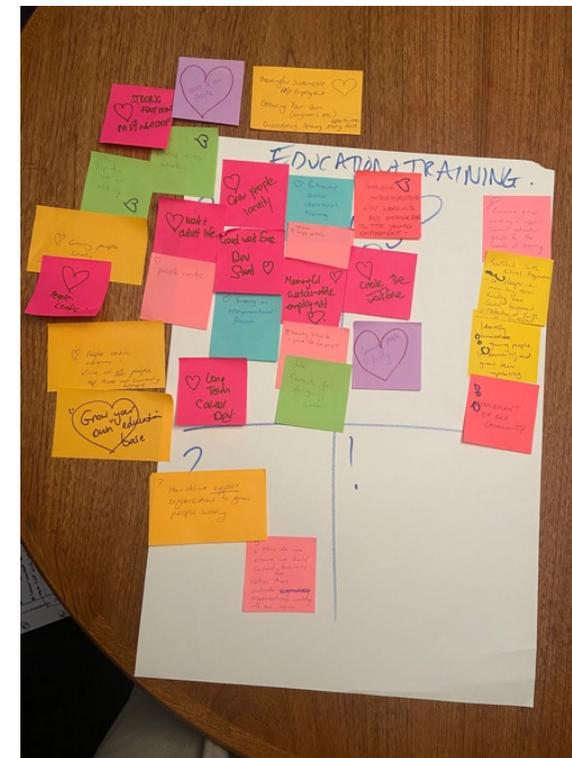
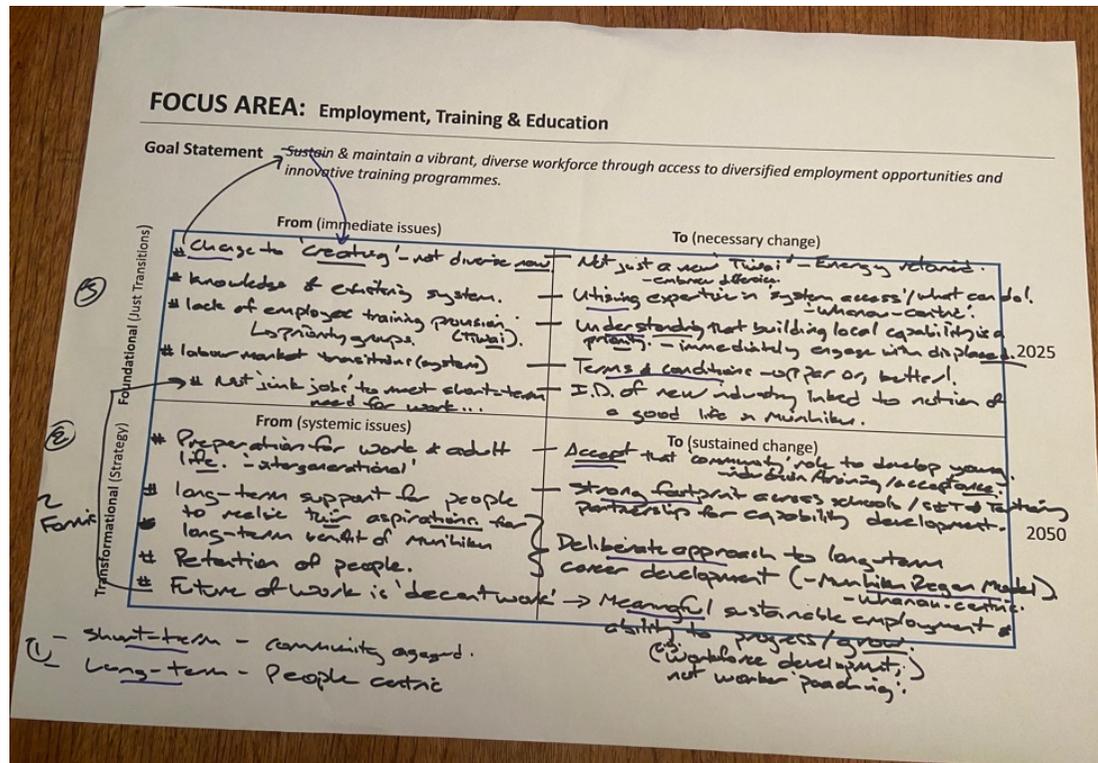
	<b>From (immediate issues)</b>	<b>To (necessary change)</b>	
<b>Foundational (Just Transitions)</b>	<ol style="list-style-type: none"> <li>1. Loss of key singular industry</li> <li>2. Modernising of industries for climate change</li> </ol>	<ol style="list-style-type: none"> <li>1. Green Hydrogen</li> <li>2. Clean, Green Crypto currencies</li> <li>3. Data Grid (proposed \$40m project underway)</li> <li>4. Oats Farming (new industry potential 20m litres)</li> <li>5. Map innovation &amp; innovators in each existing category</li> <li>6. Develop Green innovation fund (carbon neutral)</li> <li>7. Bolster engineering sector &amp; existing sectors through capability funding/building</li> <li>8. Entrepreneurial capital survey of workers</li> <li>9. Boost diversification of food &amp; fiber sector (accelerator programme)</li> </ol>	<b>2025</b>
<b>Transformational (Strategy)</b>	<p style="text-align: center;"><b>From (systemic issues)</b></p> <ol style="list-style-type: none"> <li>1. People moving to a cleaner way of living</li> <li>2. Farming will end (decarbonization, nitrogen levels)</li> </ol>	<p style="text-align: center;"><b>To (sustained change)</b></p> <ol style="list-style-type: none"> <li>1. Attractive &amp; well remunerated industries</li> <li>2. Invercargill “product” is fixed, to help change the narrative of Invercargill by the rest of the country</li> <li>3. More carbon neutral diversified industries</li> <li>4. New cornerstone industries</li> <li>5. Modernisation &amp; automation of city centre</li> <li>6. Diversification – less reliance on 1 or 2 major industries</li> <li>7. 65% more clean / green energy in community</li> </ol>	<b>2050</b>

## Feedback from other groups

<h3>Likes</h3> <ul style="list-style-type: none"><li>• Aquaculture initiatives</li><li>• Clean/green/carbon neutral focus</li><li>• “Make Invercargill less shit”</li><li>• Combined efforts to head-hunting support for key roles across region</li><li>• Family, Friendly, Attractiveness of industries for people to move here</li><li>• Investing in current businesses to expand export of them (e.g. 3D printing)</li><li>• Changing the narrative</li></ul>	<h3>Ideas</h3> <ul style="list-style-type: none"><li>• Crypto; do we have to resource to teach people about this?</li><li>• Are you losing an opportunity on opening doors?</li><li>• Encourage young people to study engineering at SIT rather than bringing in qualified people</li></ul>
<h3>Questions</h3> <ul style="list-style-type: none"><li>• Focus on selling to Asia?</li><li>• What type of green energy?</li></ul>	<h3>Issues</h3> <ul style="list-style-type: none"><li>• Must focus first on training engineers for solar etc. through SIT vs bringing new people into region – focus on youth and social mobility</li><li>• Very male dominated in focus</li><li>• We shouldn’t propagate “Invercargill is shit” but yes, change narrative</li><li>• Government may re-route the power source</li><li>• Legalise marijuana in South to open up opportunities</li></ul>

# Employment, Training & Education

Group participants: Nadia Steedman, Libby Frampton, Martin Nepoia, Anna Huffstutler, Ivan Hodgetts, Trish Lindsay, Jo Brand



# FOCUS AREA: Employment, Training & Education

**Goal Statement** *CREATE & maintain a vibrant, diverse workforce through access to diversified employment opportunities and innovative training programmes.*

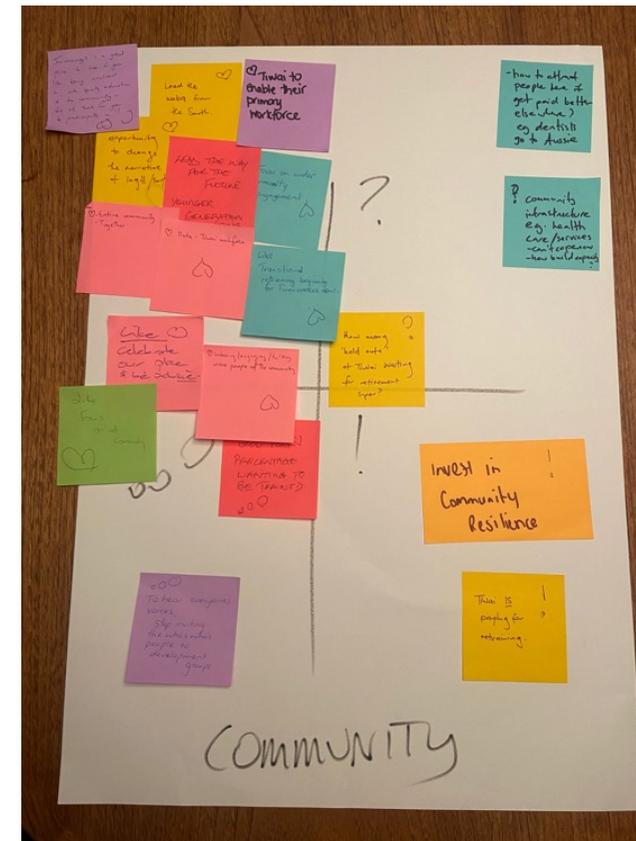
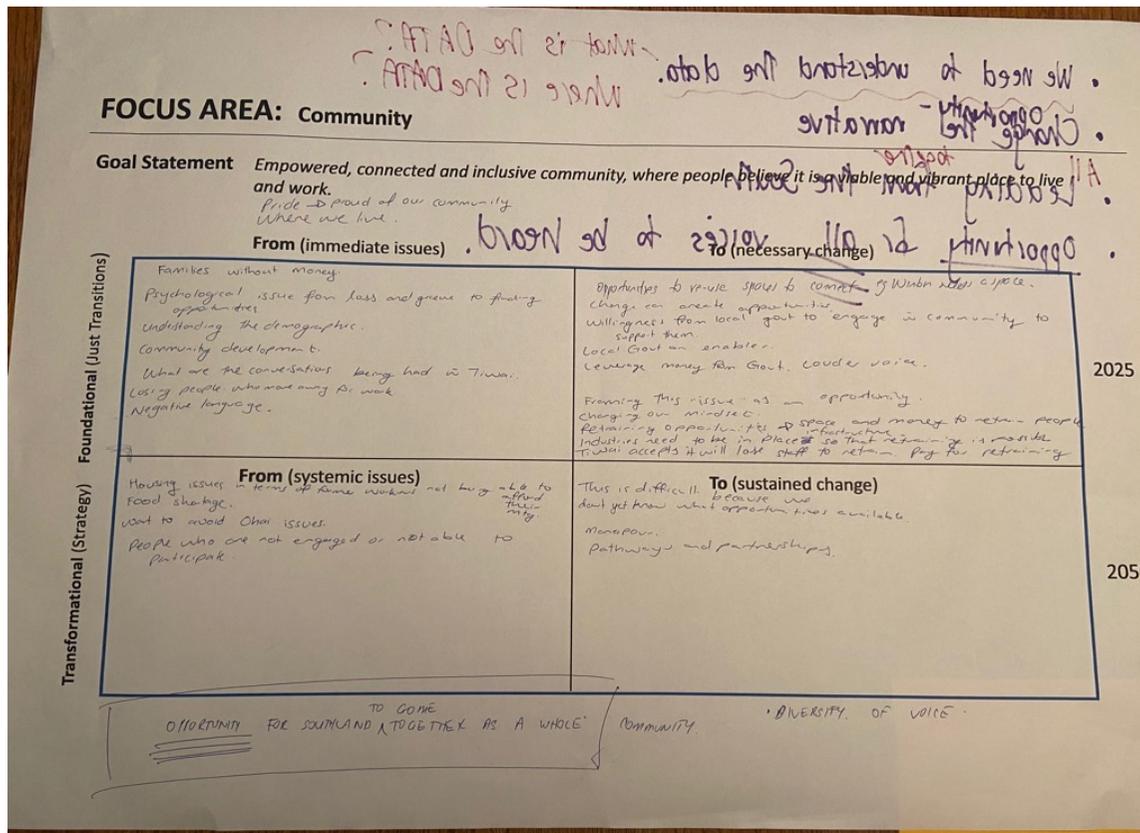
	<b>From (immediate issues)</b>	<b>To (necessary change)</b>	
<b>Foundational (Just Transitions)</b>	<ol style="list-style-type: none"> <li>1. Lack of knowledge of existing providers in system</li> <li>2. Employee training provisions (esp. Tiwai)</li> <li>3. Labour market transition</li> <li>4. Not 'junk jobs' to meet short-term need for work</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilising expertise in 'system access' / what can I do</li> <li>2. Understanding that building local capability is a priority – immediately engage with all displaced</li> <li>3. Terms &amp; conditions improved</li> <li>4. Identified new industry linked to notion of a good life in Murihiku</li> </ol>	<b>2025</b>
<b>Transformational (Strategy)</b>	<p><b>From (systemic issues)</b></p> <ol style="list-style-type: none"> <li>1. Preparation for work &amp; adult life e.g. 'intergenerational' training</li> <li>2. Long-term support for people to realise their aspirations, for benefit of Murihiku</li> <li>3. Retention of people in region</li> <li>4. Future of work is 'decent' work</li> </ol>	<p><b>To (sustained change)</b></p> <ol style="list-style-type: none"> <li>1. Accept that its 'community' role to develop young (induction/training / acceptance)</li> <li>2. Strong footprint across schools / SIT / Tertiary partnering for capability development</li> <li>3. Deliberate approach to long-term career development (Murihiku Regen Model)</li> <li>4. Meaningful sustainable employment and ability to progress &amp; grow (eg workforce development vs worker poaching)</li> </ol>	<b>2050</b>

## Feedback from other groups

<h3>Likes</h3> <ul style="list-style-type: none"><li>• Growing people locally</li><li>• Work &amp; adult life education focus</li><li>• Good workforce development strategy</li><li>• Strong footprint of partnering</li><li>• Whanau / People centric</li><li>• Grow your own 'education base'</li><li>• Industry linked to a 'good life' for people</li><li>• Focus on CREATING the workforce from what we have</li><li>• Possible infrastructure networking – old knowledge to the young</li><li>• Partnering across educational training</li><li>• Training on intergenerational process</li><li>• Meaningful sustainable employment – growing your own</li></ul>	<h3>Ideas</h3> <ul style="list-style-type: none"><li>• Economic groups working &amp; supporting current education groups for the needs of training</li><li>• Southland Youth Futures Programme – to deepen long term funding from Central Govt.</li><li>• Identify innovative young people and grow their capability</li><li>• Retainment of our community</li></ul>
<h3>Questions</h3> <ul style="list-style-type: none"><li>• How do we support organisations to 'grow their own' people locally</li><li>• How do we ensure we build current local business rather than outside organisations coming into our region</li></ul>	<h3>Issues</h3>

# Community & Cultural

Group participants: Julz Orr, Lisa Tou, Jackie Flutey, Georgia Woodward, Michelle Stevenson



# FOCUS AREA: Community

**Goal Statement** *Empowered, connected and inclusive community, where people believe it is a viable and vibrant place to live and work **and people feel proud of where they live.***

	<b>From (immediate issues)</b>	<b>To (necessary change)</b>	
<b>Foundational (Just Transitions)</b>	<ol style="list-style-type: none"> <li>1. Families without money</li> <li>2. Psychological issues from loss and grief to having to find opportunities</li> <li>3. Community development (based on understanding the underlying demographics)</li> <li>4. What are the conversations being had in Tiwai?</li> <li>5. Losing people who may move away for work</li> <li>6. Negative language</li> </ol>	<ol style="list-style-type: none"> <li>1. Opportunities to re-use spaces to connect e.g. Winton needs a space</li> <li>2. Use change to create opportunities FOR ALL</li> <li>3. Willingness from Local Government to engage in community to support them</li> <li>4. Leverage money from Government – have a louder voice</li> <li>5. Retraining opportunities – space and funds available to retrain people</li> <li>6. Industries to be in place so that retraining is possible</li> </ol>	<b>2025</b>
<b>Transformational (Strategy)</b>	<p style="text-align: center;"><b>From (systemic issues)</b></p> <ol style="list-style-type: none"> <li>1. Housing issues in terms of former workers not being able to afford their own homes</li> <li>2. Food shortages</li> <li>3. Want to avoid Ohai issues</li> <li>4. People who are not engaged or not able to participate</li> </ol>	<p style="text-align: center;"><b>To (sustained change)</b></p> <ol style="list-style-type: none"> <li>1. Too hard to answer because we don't yet know what opportunities will become available</li> <li>2. Big question about status of Manapouri</li> <li>3. Pathways and Partnerships created</li> </ol>	<b>2050</b>

## Feedback from other groups

<h3>Likes</h3> <ul style="list-style-type: none"><li>• Tiwai to enable their primary workforce</li><li>• Begin transitional training for Tiwai workers NOW</li><li>• Focus on wider community engagement</li><li>• Focus on younger generations views</li><li>• Lead the 'waka' from the south</li><li>• Opportunity to change the narrative for Invercargill</li><li>• Celebrate our place &amp; be inclusive</li><li>• Celebrate what's good about our community – arts, sports, education and community</li></ul>	<h3>Ideas</h3> <ul style="list-style-type: none"><li>• We don't have enough data to know WHO needs to be retrained and HOW – when can we get this and where will it come from?</li></ul>
<h3>Questions</h3> <ul style="list-style-type: none"><li>• How to attract people here if they are getting paid more elsewhere? e.g. dentists going to Australia</li><li>• Community infrastructure – e.g. Health care services – how to build capacity &amp; capability?</li></ul>	<h3>Issues</h3> <ul style="list-style-type: none"><li>• NOT ENOUGH DATA to be informed and make decisions</li><li>• Invest in community resilience!</li><li>• Tiwai needs to be paying for retraining</li><li>• We need to hear everyone's voices – stop inviting the wo's who to development groups</li></ul>



# FOCUS AREA: Environment

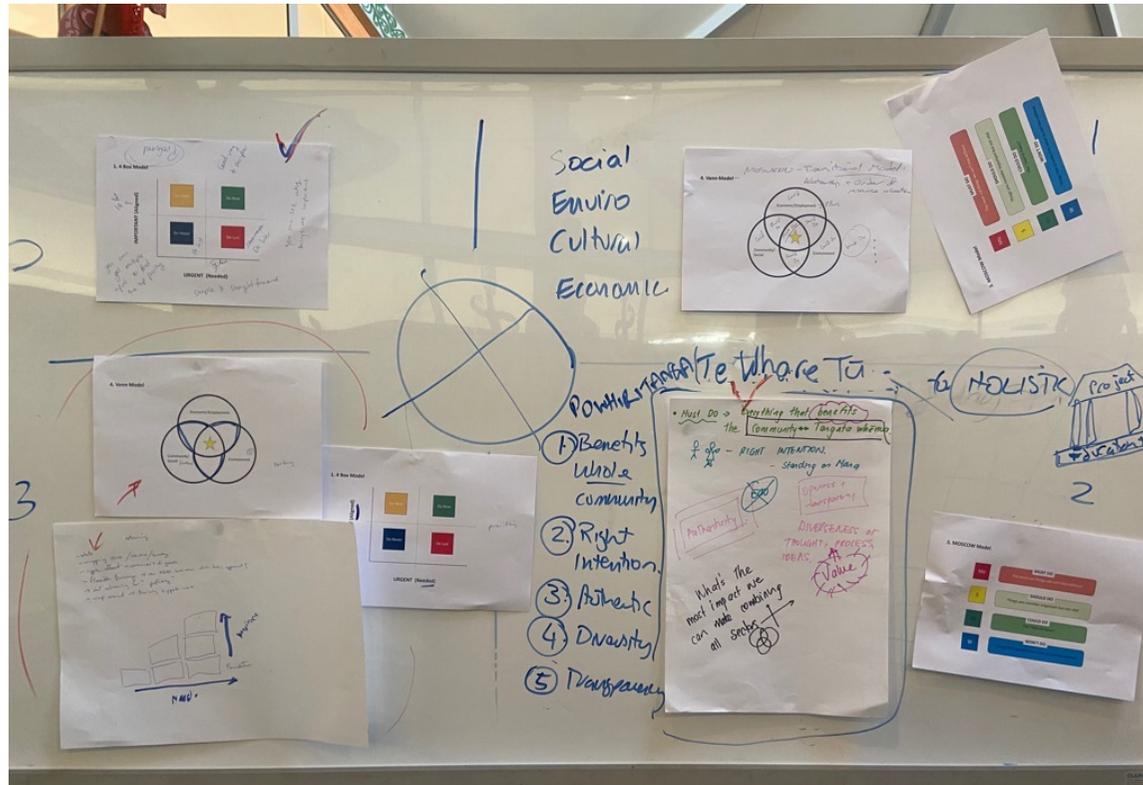
**Goal Statement** *Healthy restored environment, where natural resources (such as water & energy) are preserved and protected from exploitation, for enjoyment by future generations.*

	<b>From (immediate issues)</b>	<b>To (necessary change)</b>	
<b>Foundational (Just Transitions)</b>	<ol style="list-style-type: none"> <li>1. Tiwai Point needs clean-up &amp; remediation</li> <li>2. More trees and return to nature</li> <li>3. Lake Manapouri – snow diatom since 2019</li> </ol>	<ol style="list-style-type: none"> <li>1. Normalise ‘powhiri’ mindset for introducing change</li> <li>2. Greater transparency and data about risks to environment e.g. Lake Snow</li> <li>3. Re-education around environment broadly distributed               <ul style="list-style-type: none"> <li>• Multiple channels &amp; models to prepare younger brains</li> </ul> </li> </ol>	<b>2025</b>
<b>Transformational (Strategy)</b>	<p><b>From (systemic issues)</b></p> <ol style="list-style-type: none"> <li>1. Clean up waterways (drinkable, surface &amp; groundwater managed)</li> <li>2. Shift mindset of economic development from profit vs environment</li> </ol>	<p><b>To (sustained change)</b></p> <ol style="list-style-type: none"> <li>1. Powhiri mindset integrated and implemented into change initiatives, resulting in holistic environmental benefits</li> <li>2. Regeneration starting to be restored – then becoming sustainable</li> <li>3. Introduce alternative crops e.g. hemp</li> </ol>	<b>2050</b>

## Feedback from other groups

<p><b>Likes</b></p> <ul style="list-style-type: none"><li>Aspects of powhiri, and whakairo</li><li>Longer term focus on environment</li><li>Growing understanding of Te Ao Maori view</li><li>Te whare tapa wha – great way to involve all of community who see environment as specialized solution</li><li>Improve rather than simply sustain</li><li>Improved transparency for all</li></ul>	<p><b>Ideas</b></p> <ul style="list-style-type: none"><li>Support alternate power source ideas for housing etc</li><li>Sustainability of power station</li><li>We need to come face to face with the issues before dealing with them – get all the facts and data before we can act.</li></ul>
<p><b>Questions</b></p> <ul style="list-style-type: none"><li>What are we doing about polysaccharide?</li></ul>	<p><b>Issues</b></p> <ul style="list-style-type: none"><li>Legislation that is solution &amp; collective rather than punitive &amp; authoritarian + well resourced</li></ul>

# Prioritisation Methods



Working in randomly allocated groups, the participants were asked:

“How would you prioritise initiatives, to achieve the JT targets, with limited resources?”.

A range of frameworks were introduced as examples. The teams were asked to adapt, converge, or create their own.

# Group One: 4 Box

## Rationale

- Easy to decipher and communicate
- Simple and straight forward
- You can easily communicate to others how things are prioritised
- Allows for a broad range of initiatives to be included, but prioritised

## Adaptions

- Adapt boxes to include 'do later, do last'
- Adapt axis into Te Reo



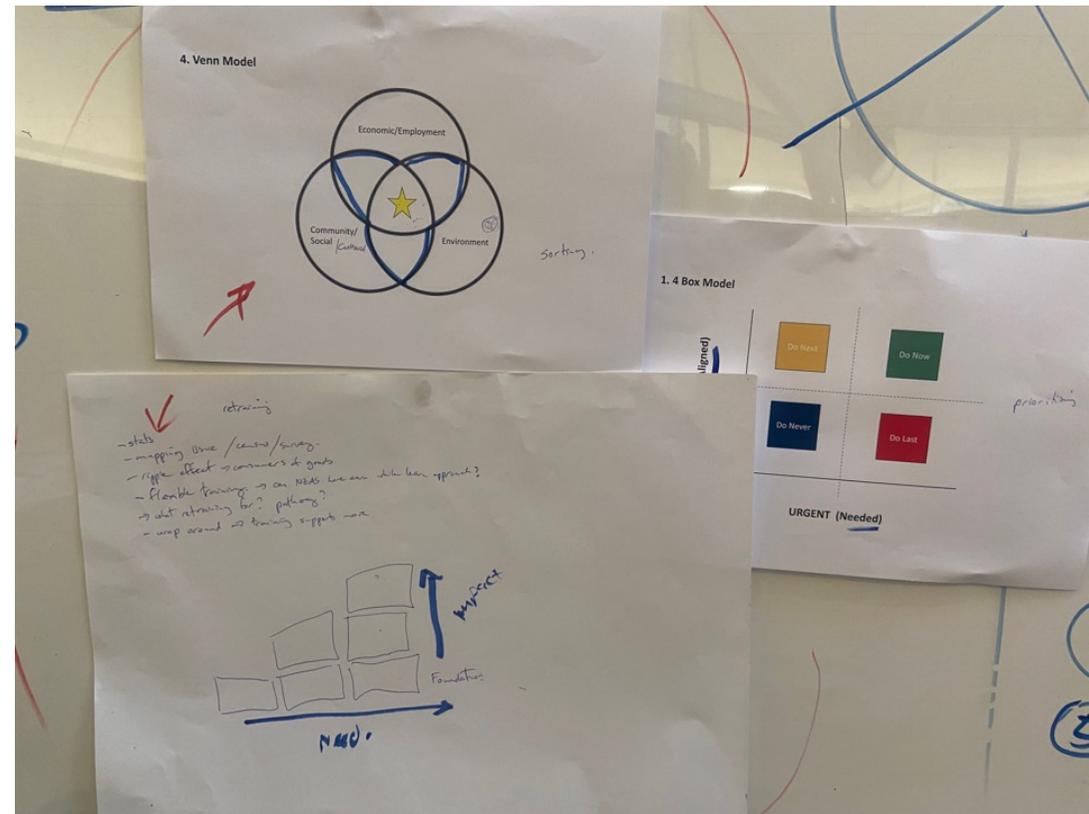
# Group Two: Converge model

## Rationale

- Select initiatives that meet targets in at least 2 focus areas first
- Then prioritise over time to Fix immediate issues, then to build Foundation for future

## Adaptions

- Selections need to be 'stats' based
- Use of surveys to get good understanding of issues, and how initiatives solve.
- Consider flexibility and fit with other training initiatives



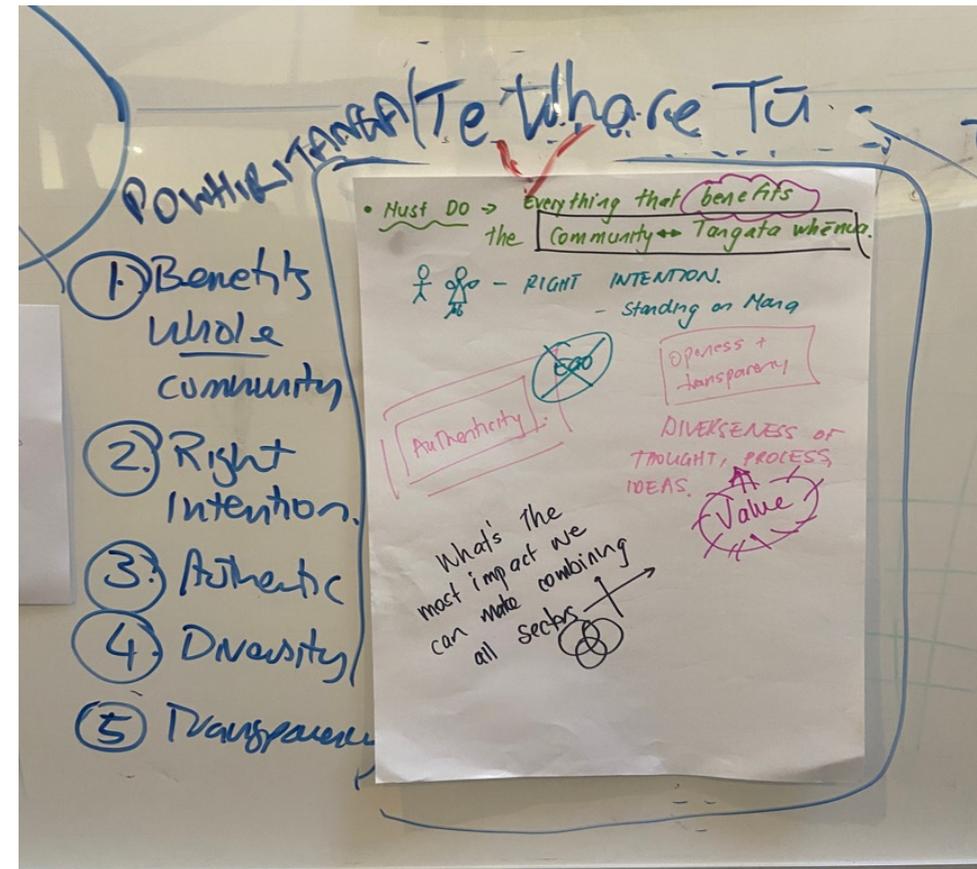
# Group Three: Powhiri Tanga / Te Whare Tu

## Rationale

- Based on model 'Taha Tumatauenga' presented by Marcus Tuwairua
- Embodies principles of cultural significance
- Seeks to find initiatives that benefit both community & Tanga Tawhenua first
- Initiatives that also meet the principles of
  - Right intention
  - Authenticity
  - Openness & transparency
  - Diversity of thinking & value

## Adaptations

- Potential once these first principles are met to converge with a 2x2 model for further sorting



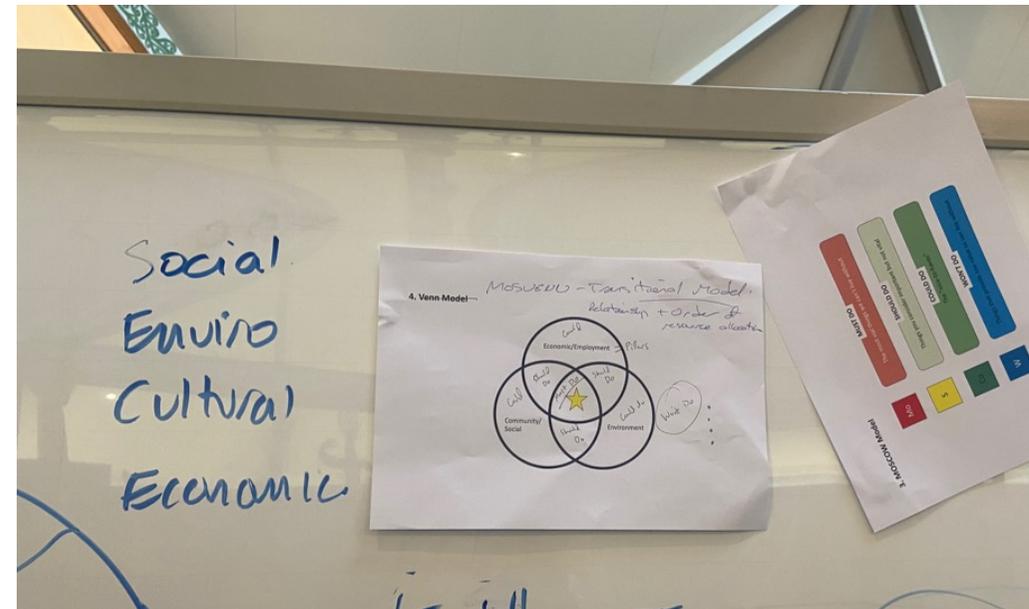
# Group Four: Venn + MSCW

## Rationale

- Look for ways to prioritise across 4 pillars, aligned to broader strategic principles of the area (SORDs plan)
  - Social, Environmental, Cultural, Economic
- Relationship and order – organizing model that allows allocation of resources to enable transition

## Adaptations

- 4 circles – if meets one of the four targets for consideration, the it becomes available for consideration (e.g. COULD DO)
  - then prioritized as SHOULD do if meets more than one
  - and MUST do it meets all



# Conclusions & Early Insights

## 1. Growing understanding of economic diversification at the heart

- Cyclical conversations started emerging around how growth and attraction are all centered around diversification of industry
- Awareness building that training and employment growth needs to be user-centered
- Interest in attraction grew, as opposed to simply 'importing' required talent - with focus turning to SIT at heart, but also how businesses are incentivized to 'look after their own'

## 2. Priority Target Areas

- ECONOMY: Green energy, Engineering Skills & Training, Entrepreneurial opportunities identified, "changing the narrative of the region"
- EMPLOYMENT & TRAINING: Understanding & mapping of what already exists, ensuring Tiwai "looks after its own", local capability building aligned to existing *plus* growth opportunities, incentives and programmes to get all businesses to build sustainable careers
- COMMUNITY: Spaces & places for people to go and learn - beyond employee training e.g. social sustainability. work together to optimize funding, leverage model of inclusive participation
- ENVIRONMENT: 'Powhiri' mindset for introducing change, transparency of risks, multi-channel approach to education.

## 3. Prioritisation methods

- An engaged and animated conversation. Clear that what ever framework is adopted needs to be bi-cultural in approach., and embracing the mindset of 'powhiri'
- Agreement on need for a prioritization method that enables simple communication, and prioritization aligned to longer term focus.

## 4. Transparency of data

- Frustration emerging around lack of data to inform initiatives, as well as 'what is happening' with Tiwai engagement in process?

## 5. Acceptance of 'fix, form, grow' and need to focus narrowly

- Introduced early on model of FIX, FORM, GROW and now an increased level of awareness around need to focus on short-term initiatives.
- Focus areas are becoming more synthesized, and nuanced, and we will need in 3<sup>rd</sup> Hui to illuminate gaps, risks, and opportunities for collaboration
- Emergence of need to 'change the narrative' about the region will 'lift all boats'.