



A Strategic Road Map for vocational education in Auckland

MIT/United Joint Governing Board requires a strategic roadmap that will:

- support the commitment to establishing Māori-Crown partnerships
- support short-term decision making and its work to bring the two institutions closer together
- support decisions over the geographic footprint for vocational education in Auckland
- support decisions over the breadth, depth and nature of vocational education provided in Auckland
- inform and support Te Pūkenga's work to develop a new operating model and capital and asset strategy
- support effective engagement with the Auckland Regional Skills Leadership Group and Workforce Development Councils
- reinforce partnerships within Auckland that support the delivery of effective vocational education

Focus on immediate (next 3 years) horizon as well as a longer 10 year horizon



Our Approach

THINKING AHEAD

Future focus:

- What trends (knowns) and uncertainties (known unknowns) could impact on the provision of vocational education in Auckland?
- What could they mean for what we do, how we do it, or what we need?
- What decisions do we need to make, and when, to position for known and uncertain impacts?

THINKING OUTWARDS

The Auckland context:

- What is the optimal set of activities to meet the needs of Auckland – can we shift the dial more by investing in different things or doing things differently?
- Who do we need to work with?
- What are the shifts, investments and capabilities required?

THINKING INWARDS

Organisational focus:

- What are our organisational priorities to enable us to deliver on our external focus and priorities?
- What does our organisational capability mean for ability to meet our objectives?
- What are our internal priorities for change?

RAPID REVIEWS

of broader strategic context and what this might mean for the choices facing the organisation

Workshop and validate with the Joint Governing Board

CONSOLIDATE INTO A SNAPSHOT OF STRATEGIC PRIORITIES Single reference point for next 3-10 years for:

- Vision
- Priorities
- Organisational actions

Informs future decisions INFORM STRATEGIC ROAD MAP

- Purpose: where we are heading
- · Key choices and criteria to help make them
- Leveraging strengths and competitive advantage
- Risks and investment
- · Capabilities and systems

Drivers of Change

POLITICAL

- New entities responsible for workforce and skills planning
- Raising outcomes for Maori and Pasifika
- New VE system architecture and funding systems
- Greater emphasis on work-based learning
- Covid-19 alert levels
- Migration settings

SOCIAL

- Ongoing negative perceptions of the value of vocational education
- Concentration of growth opportunities across the city
- Diverse ethnic population composition
- Employer expectations of role and value of training
- Ageing population
- Transport and access challenges

ECONOMIC

- Long term growth trends and changing industry composition and skills needs
- Ongoing labour and skill shortages
- Covid-19 impact on some sectors and workers seeking retraining
- Declining economic confidence and prospect of a recession
- Work and jobs requiring more frequent retraining
- Covid-19 stimulus investments into infrastructure

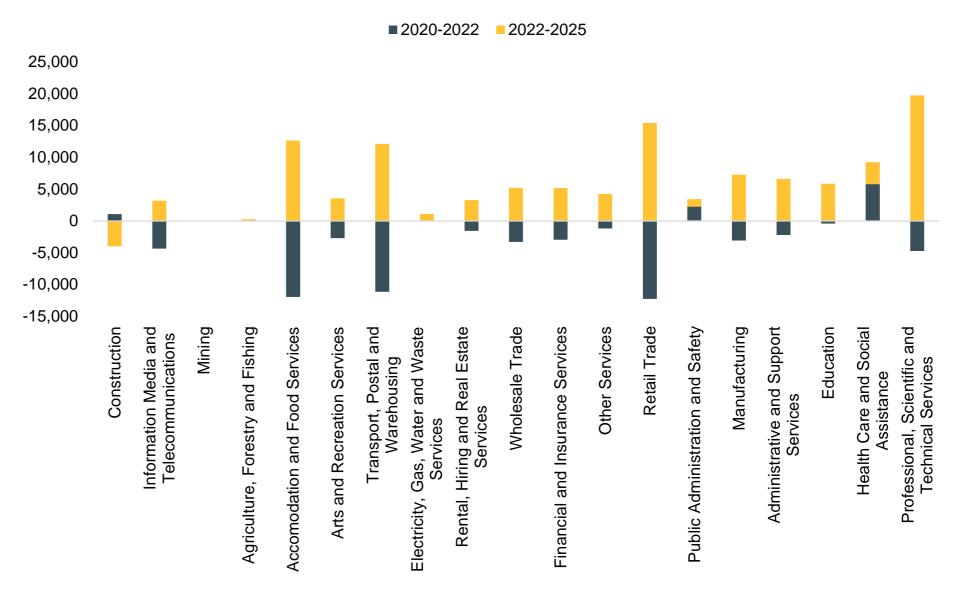
TECHNOLOGY

- Increasing reliance on digital skills and literacy
- Online learning and delivery systems
- Uptake of new technology in firms changing skills needs
- Digital divide and ongoing digital exclusion for some groups
- Automation of routine roles



Most industries expected to recover

Auckland industries' projected employment change, 2019-2022 and 2022-2025





Replacement demand also expected to be strong

Projected job openings in Auckland, 2020 to 2025

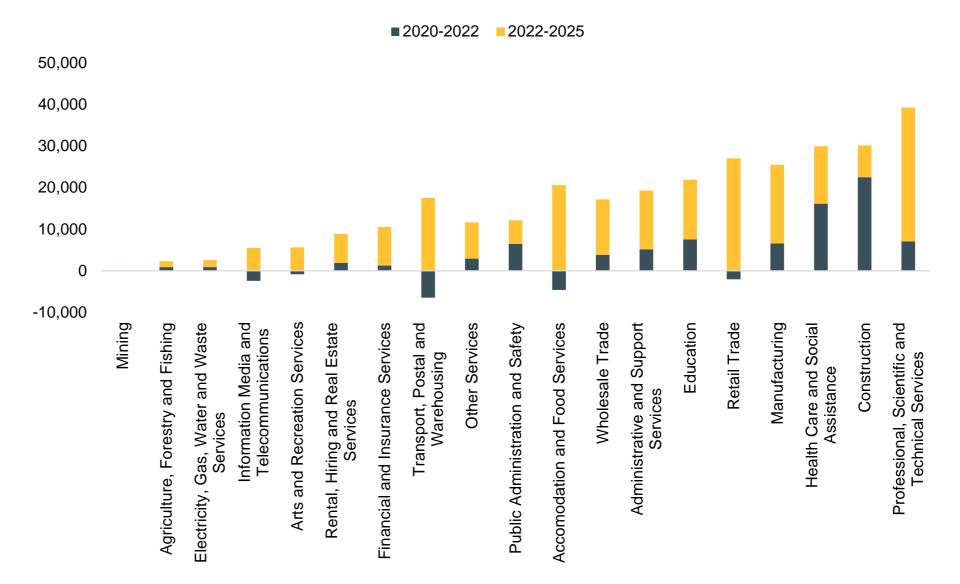
	New jobs	Net replacement	Total job openings
2020	8,613	37,785	46,398
2021	-33,086	36,891	3,805
2022	-19,638	36,284	16,646
2023	43,904	38,199	82,103
2024	34,538	39,588	74,126
2025	27,851	40,686	68,537
Total	62,182	229,443	291,615

- Despite Auckland being projected to lose 44,110 jobs over 2020 to 2022 period, there is
 projected to be close to a net 111,000 positions in the economy needing
 replacement over that period. Overall, it is projected there could be close to 67,000 job
 openings over 2020-2022.
- Over 2020-2025, there is forecast to be over 290,000 job openings (significantly more than the expected forecast increase in new jobs.



Replacement demand through downturn

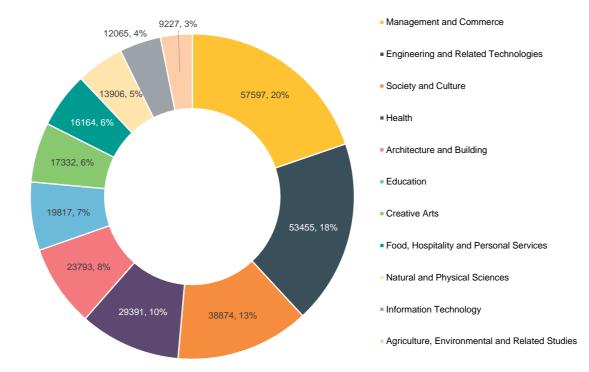
Projected job openings in Auckland by industry, 2020-2022 and 2022-2025





Demand for qualifications

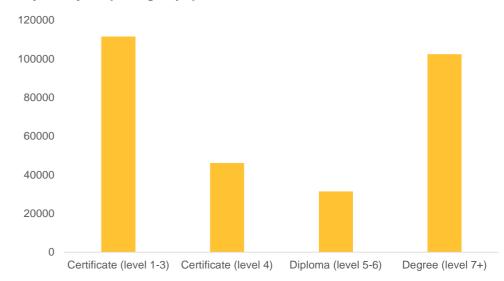
Projected job openings by qualification type in Auckland, 2020-2025



Source: Infometrics

- Additional 111,500 level 1-3 qualifications required
- Greatest demand for management and commerce; engineering and related technologies; society and culture; and health

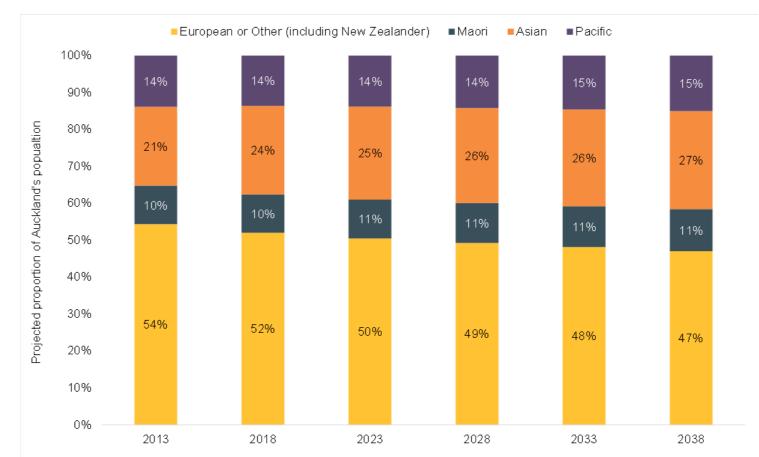
Projected job openings by qualification level in Auckland, 2020-2025





Diversity will remain key feature of population

Auckland population projections to 2038 across main ethnic groups



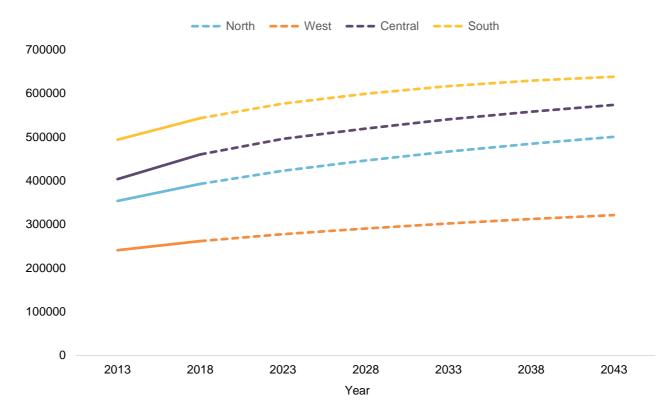
Source: Statistics New Zealand, subnational ethnic population projections 2013-2038 (2013-base) low projections

 Auckland's population projections by ethnicity suggest there will be very moderate growth in the Asian population (at least until 2028), a decline in the population of people identifying as European, and slow growth in the population identifying as Māori and Pacific People.



Subregional population growth

Auckland population projections to 2043 across main geographies

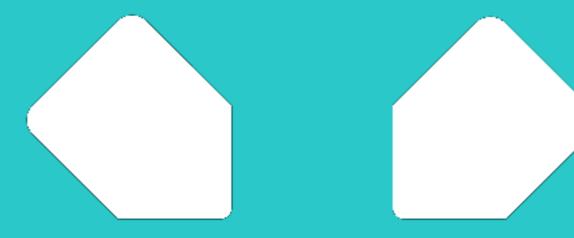


Source: Statistics New Zealand, subnational population projections 2013-2043 (2013-base) low projections

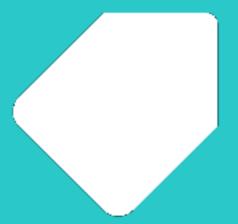
2018-2028 population growth projections:

- North Auckland extra 53,500 people
 (1.0 percent per year
 growth).
- West Auckland –
 extra 29,000 people
 (1.1 percent per year
 growth).
- Central Auckland –
 extra 59,000 people
 (1.2 percent per year
 growth).
- South Auckland –
 extra 56,000 people
 (1.0 percent per year
 growth).

South comprises around a third of Auckland's population, followed by Central (28 percent) and then North (24 percent). Population projections suggest slightly stronger growth in North and Central over long-term, with more limited population growth in South.



VISION & ASPIRATION







Road Map Principles

Work in partnership to support increased participation and equity of access and outcomes

Learners should be able to access education in manner that best enables them to succeed

Committed to Te Tiriti o Waitangi

Learner centric and barrier free

Clear pathways and progression Regionally informed and responsive

Learners from all backgrounds know how and where to access training, and know where it can take them

Look across the short and longer term, and our offer is aligned to the areas of highest local priority



Vision and Aspirations

Vision

Transforming people and the economy through education and skills that are valuable across a lifetime.

Aspiration

Graduates of Te Pūkenga in Tāmaki Makaurau will be highly sought after, with the skills and experience that provide confidence to employers. Tāmaki Makaurau's vocational offer will meet the current and future needs of growth industries, and provide learners of all ages with clear and accessible pathways to quality employment and careers that earn good wages, supporting improved well-being across our diverse communities



Implications

For learners this means

- a high quality, flexible and adaptive approach to learning and retraining that provides work relevant skills and qualifications
- learner centric provision matched with strong pastoral care and support to ensure success
- clear entry points and pathways for quality employment and careers in growing sectors of Auckland's economy

For employers this means

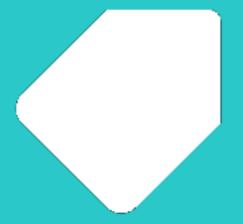
- addressing current skills shortages and future industry needs
- access to employees who are work ready and ready to work
- training and workforce development options that are multi-modal and tailored to their workplace requirements

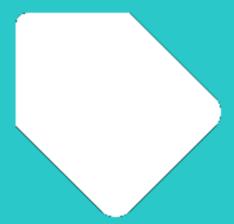
For communities this means

- training provision that is identified and prioritised in partnership
- education and educators that reflect local culture and communities
- training that is accessible across the city



STRATEGIC CHOICES







Five strategic priorities

SECTORS & OCCUPATIONS:

CHANNELS:

We will be the first choice for out world class programmes in construction and health, supported by a broad range of programmes tailored to Auckland's needs.

We will strive to ensure that Māori, Pasifika, rangatahi, and adult learners can all achieve quality education and employment.

GEOGRAPHIES:

We will be accessible across Tāmaki Makaurau

– where the learners and the employers are.

We will use best-practice blended models of learnings to provide the best experience and outcomes for learners and employers.

We will develop and grow a network of partners to ensure mutual success.