



WAIHANGA ARA RAU

Construction and Infrastructure

Workforce Development Council

ENGAGEMENT PLAN 2022

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EXECUTIVE SUMMARY

Waihanga Ara Rau was established in October 2021 to play a central role in the transformation of Aotearoa's construction and infrastructure vocational education and training system. To do this we must become the trusted voice of industry and provide skills leadership that delivers the workforce of the future.

We are already working to build and grow strong relationships with industry, Māori, and other stakeholders – this initial Engagement Plan is the next step on that journey.

This is our first Engagement Plan based on our current understanding of our sector and our initial engagements with stakeholders. It is an internal document that details the organisation's high priority stakeholders, how we will service them, and where our resources will be focused. It will be used as the framework for the release of a public document outlining what our stakeholders can expect from our engagement approach.

The implementation of this plan and the establishment of a range of Industry Advisory Groups will build on our initial success and provide us with the opportunity to capture and express a broad range of views from across industry. It also outlines the mechanism for effectively managing, measuring, and reporting on the quality of our relationships.

We have focused particular attention on Māori as we recognise that establishing effective relationships and partnerships will help to ensure that our engagement significantly improves vocational training outcomes for Iwi, hapū and whānau.

We will adapt and improve our engagement approach as we learn more about our industry partners and formally review and update this plan in early 2023.

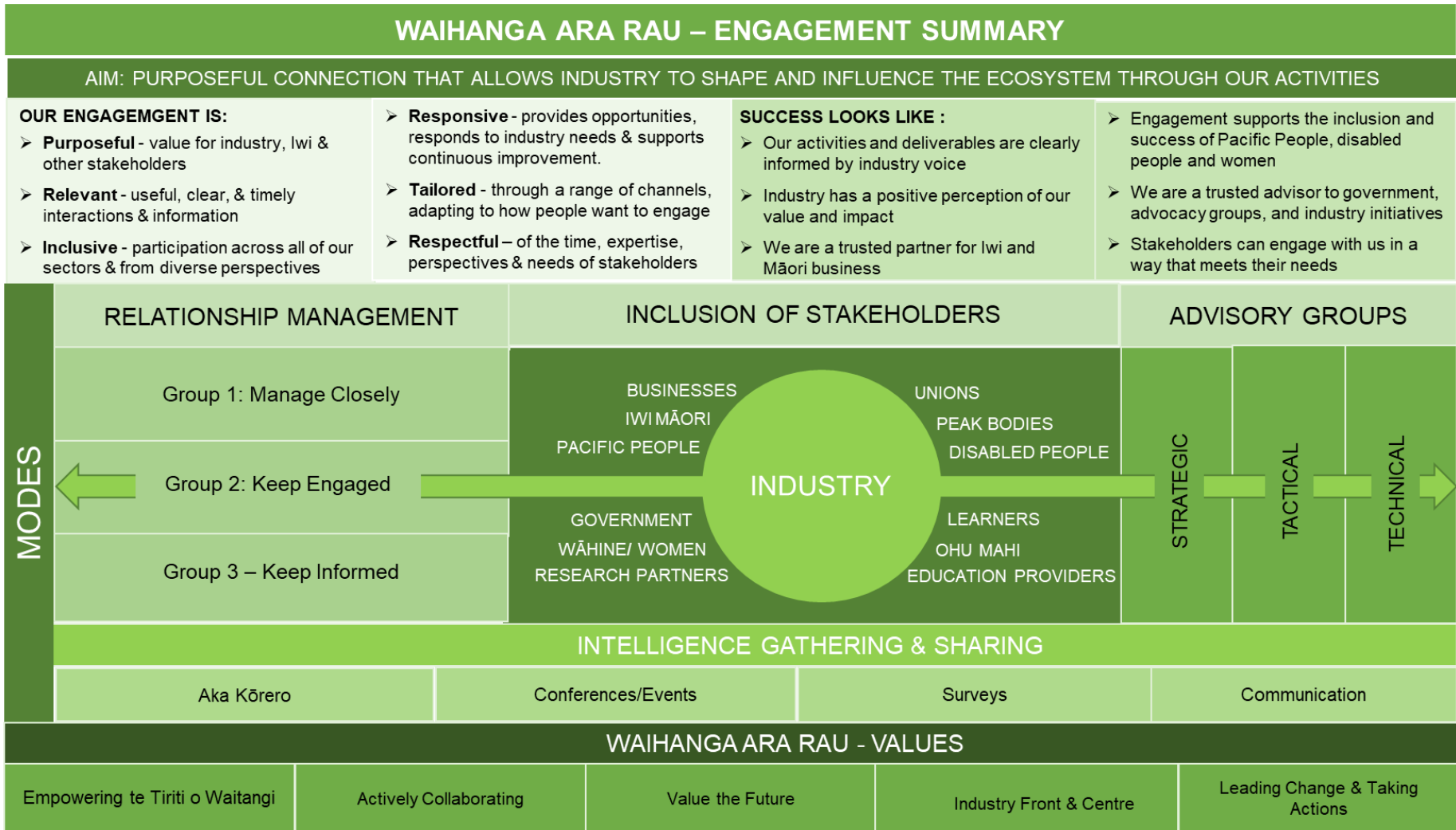


Diagram 1: Engagement Summary

OUR VISION AND PURPOSE

Draft vision statement: *“For Aotearoa to have a diverse, adaptable and thriving construction and infrastructure workforce, now and into the future.”*

Draft purpose statement: *“We act as the catalyst for transformative workforce development across Aotearoa’s construction and infrastructure industries.”*

CONTEXT

Our aim for engagement: *“Purposeful connection allows industry to shape and influence the ecosystem through our activities.”*

The purpose of this document is to set out Waihanga Ara Rau’s plan for ensuring industry, Iwi and other stakeholders shape and influence our activities.

We will take a whole of organisation approach and regularly ensure that:

- Engagement directly informs our activities, projects, and initiatives and they are undertaken in collaboration with our stakeholders.
- We listen and respond to our stakeholders, so they set the direction of our future activity.
- We seek feedback to ensure that engagement is valuable to our stakeholders and continually look to improve how we work.

Waihanga Ara Rau’s Order in Council and the recommendations set out in our Establishment Plan outline our key priorities for engagement:

- Facilitating the voices of industry, enabling them to provide input that helps us to deliver a more sustainable, globally engaged, and adaptive construction and infrastructure workforce
- Contributing to an education system that honours Te Tiriti o Waitangi and supports Māori–Crown relations by partnering with Iwi and Māori industry.
- Addressing the needs and aspirations of priority learners in our industries, including Pacific peoples, people with disabilities, and women.
- Collaborating closely across Ohu Mahi to meet industry needs and coordinate our activities.

The Engagement Plan specifies our approach to external engagement to reflect these priorities. It will provide guidance for internal use detailing high priority stakeholders, where resource will be focused, and the service levels for each stakeholder group. It also outlines how we intend to monitor that the service level targets being achieved.

ENGAGEMENT PRINCIPLES

Our Engagement Plan is built on six key engagement principles.

1. Engagement is **Purposeful**
Engagement activities have a clear purpose and provide value for industry, Iwi, and other stakeholders.
2. Engagement is **Relevant**
Engagement activities provide useful, clear, and timely interactions and information.
3. Engagement is **Inclusive**
Engagement activities create opportunities for participation from across all our sectors irrespective of size or location and include a wide range of diverse perspectives.
4. Engagement is **Responsive**
Engagement creates opportunities for industry involvement, responds to industry needs, and supports continuous improvement.
5. Engagement is **Tailored**
Engagement occurs through a range of appropriate and relevant channels, adapts to how people want to engage, and is planned around industry needs and events.
6. Engagement is **Respectful**
Engagement activities acknowledge and respect the time, expertise, perspectives, and needs of stakeholders.

WHO WE WILL ENGAGE WITH

In seeking to establish ourselves as the voice of industry, we must build on what is already working, minimise the potential for consultation fatigue and add value by identifying and addressing gaps. It will be critical to understand how our objectives overlap and complement those of other organisations and for us to build collaborative relationships. The rich ecosystem of businesses, organisations, agencies, Iwi Māori, and individuals related to our sector is described in *Diagram 2*.

Waihanga Ara Rau's Order in Council also sets out some specific expectations about the perspectives and groups that Waihanga Ara Rau must include to ensure a more accessible and equitable vocational education sector. Our engagement approaches for Māori, Pacific Peoples, women, and neurodiverse and disabled people are included specifically in this document to highlight their significance within our overall Engagement Plan.

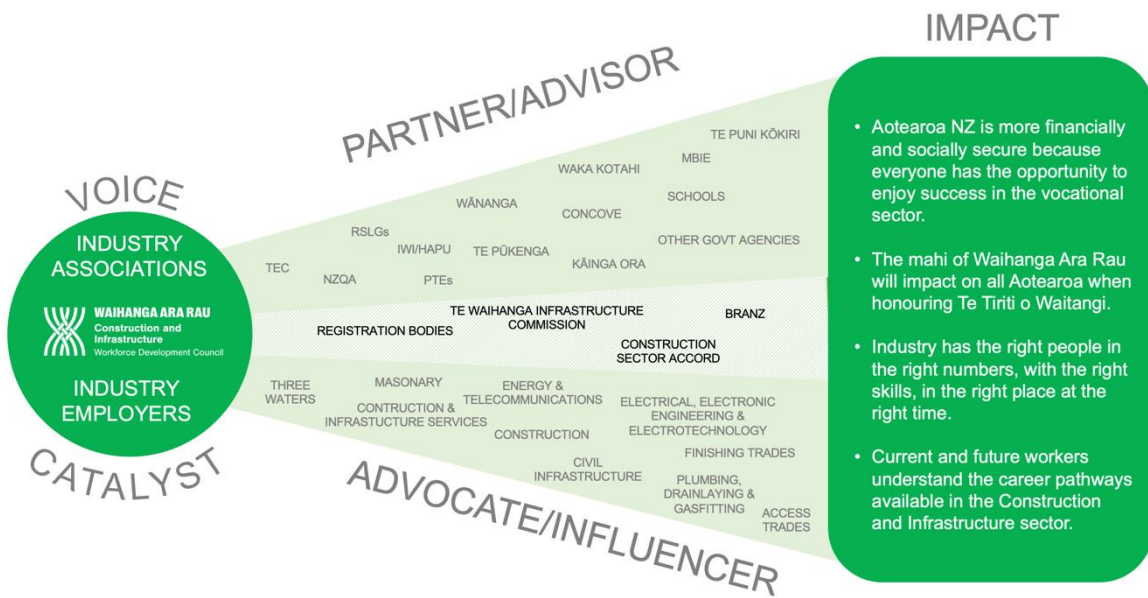


Diagram 2: The different roles we play with our stakeholders and partners

STAKEHOLDER IDENTIFICATION AND SEGEMENTATION

During our establishment phase we have successfully identified and built a database of organisations, businesses, groups, and individuals that we must engage with.

To support our approach to engagement, we have segmented it into three overarching groups – Infrastructure, Construction, and Services, and then into a further ten strategic clusters covering over 50 different sub-industries, trades, and skill sets. This can be seen in *Diagram 3*. In addition to our major industry sectors, we have also identified further key groupings including Iwi, education providers, unions, government and regulators, and other interest groups.

Each strategic cluster represents the many businesses, organisations, and associations within those groupings. They are grouped together based on the likelihood of shared areas of common interest at a strategic and workforce level. These groupings are likely to change over time as our relationships with industry deepen and our understanding of their needs and aspirations becomes clearer.

Our initial identification of priority stakeholders can be found in *Appendix 1: Initial Priority Stakeholders*.

Each organisation is only included once but our engagement approach also accommodates organisations and businesses involved in multiple strategic clusters, as their business interests or advocacy sits across multiple areas. Engagement will be led by stakeholders needs, interests and priorities and focused on understanding their opportunities and challenges and identifying how we can work together and provide value to them.

MODES OF ENGAGEMENT

We have identified three key modes of engagement: Relationship Management, Advisory Groups and Intelligence gathering and sharing.

We will be using a range of engagement channels to support continued connection and engagement with our stakeholders including:

- In-person and online meetings.
- Emails and phone calls.
- Events and conferences.
- Advisory groups.
- Digital communication through social media and e-newsletters.
- Surveys.

This will provide our stakeholders with multiples touchpoints to share information with us and receive information from us.

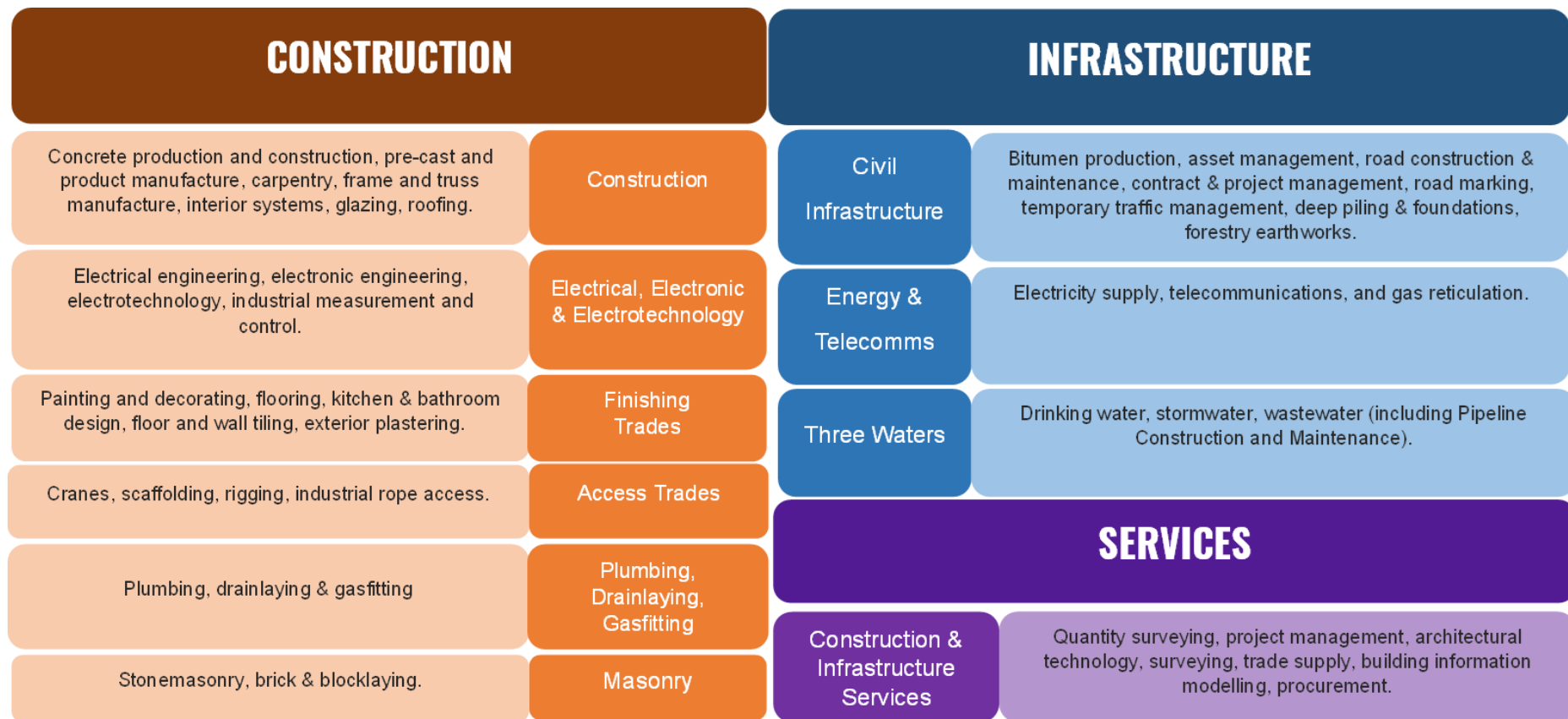


Diagram 3: Waihanga Ara Rau Industry Sector Groups

RELATIONSHIP MANAGEMENT

We have over 10,000 stakeholders to service across multiple industry sectors. To provide a meaningful and effective level of engagement we have developed an approach to prioritise our engagement using two key criteria: **Influence** and **Interest**.

- Stakeholder **Influence** considers the level of influence the stakeholder has within their sector or the degree to which they hold a position as an industry advocate.
- Stakeholder **Interest** considers the willingness and readiness of the stakeholder to connect with Waihanga Ara Rau.

Based on these two criteria, we have developed three engagement groups with specific relationship management service levels.

A plan for each industry stakeholder will be developed to identify areas of opportunity, how to address any areas of concern and how Waihanga Ara Rau can work alongside them including:

- Involving them in projects/initiatives that will benefit them and the industry as a whole (e.g., Women in Trades or Iwi development initiatives).
- Assisting them to understand their workforce development needs and solutions to meet them.
- Ensuring that the right credentials exist for their industry and the quality of educational delivery is up to standard.
- Undertaking research and joint initiatives to identify and solve industry problems.
- Sharing industry trends and insights.
- Working in partnership to promote industries and career pathways.
- Advocating on their behalf and coordinating input into government policy (e.g., immigration, education policy).

We will also undertake targeted engagement with Māori, Pacific People, neurodiverse and disabled people, and women to better understand how we can support participation and outcomes for these priority groups.

We will also establish strong links with stakeholder groups (including government, education providers and interest groups) that cut across our coverage and who will assist us to deliver transformation and positive changes in vocational education system.

In addition to engagement through relationship management, all stakeholder groups will also be involved in the Advisory Group and intelligence gathering and sharing engagement activity outlined in further sections of the Engagement Plan.

Engagement Groups

Diagram 4 outlines the Engagement groups which are: -

Group 1: Manage Thoroughly

These stakeholders require a higher level of engagement as they have a high level of influence and interest. These businesses, organisations and associations are key to informing our activities.

These stakeholders are assigned a Relationship Manager to facilitate and support the engagement process. Our Relationship Managers are at the centre of our high priority engagement activity and will have regular and meaningful interaction with stakeholders.

Engagement with these stakeholders will result in shared plans and actions that are documented and monitored for progress and outcomes.

Group 2: Keep Engaged

These stakeholders require moderate engagement to ensure they can contribute to our activities and direction. As we learn more about these organisations, we may need to adjust how they are prioritised.

These stakeholders will be assigned Relationship Managers who will work closely with them on engagement activity.

Group 3: Keep Informed

These stakeholders require minimal engagement at this stage of the process. We will regularly keep these stakeholders informed of our activities and respond to their enquiries promptly.

Engagement with these stakeholders will focus on events and conferences and communication through social media and newsletters. We will be responsive to this group by closely monitoring and responding to requests or queries to ensure we address unmet need and include a diverse range of perspectives.

DETAILED SUMMARY OF ENGAGEMENT GROUPS

Group 1: Manage Thoroughly	Group 2: Keep Engaged	Group 3: Keep Informed
Mahi ngātahi/Co-Design/Collaborate Whakamanahia/Empowerment	Whakaura/Involve	Whakamōhio/Inform Whakauiuia/Consult
<p>This group are partners where a high level of engagement and collaboration is required. They have high levels of opportunity and need and will feature prominently in day-to-day activity.</p>	<p>This group are partners/groups where moderate engagement is needed, and their involvement is key to maintain progress. Good communication is required to ensure they are kept well informed.</p>	<p>This group are the largest segment for engagement. Outbound communication and digital connection (website, surveys, and social media) will be key to informing and understanding this group. Monitoring and responding to requests or queries will ensure we address unmet needs and include a diverse range of perspectives.</p>
<ul style="list-style-type: none"> • Objectives are determined by an 'Engagement Plan' i.e., MoU/written plan/project agreement. • Senior Management planning & engagement. • Assigned to Waihanga Ara Rau Relationship Manager. • Monthly meetings and regular progress reports. • Conference attendance/participation. • Joint media/Comms coverage where appropriate. 	<ul style="list-style-type: none"> • Objectives are determined by priority industry sector needs/requirements. • Quarterly meetings. • Optional conference attendance/participation. • Comms coverage where appropriate. • Rapid response to inbound queries. 	<ul style="list-style-type: none"> • Objectives inbound/outbound information sharing. • Optional conference attendance. • Inbound/outbound comms via multiple channels (emphasis on digital media). • Rapid response to inbound queries.
Advisory Group participation (as determined by Strategic, Tactical or Technical group requirements)		

Diagram 4: Summary of Engagement Groups

Māori

To give a stronger voice to Māori we must work closely together to form strong relationships. We will do this by listening, being responsive to and offering tangible solutions to enable better outcomes.

We will hold strong to the Te Ao Māori principles of:

- *Whanaungatanga: Forming relationships; emotional, cultural, personal.*
- *Pono: Being honest, open, respectful, and acting with integrity.*
- *Manaakitanga: Caring for the people.*

Our engagement has particular emphasis on being respectful and managing relationships with patience and consideration to build trust over time. The level of engagement for Iwi Māori and Māori organisations has been designed with some flexibility in mind. This approach acknowledges the time needed to develop relationships and ensures that commitments to partnership are led by Māori rather than Waihanga Ara Rau.

Māori organisations have been classified as high priority based on:

Iwi that have:

- A short, medium, and/or long-term Iwi Strategy that focuses on:
 - Cultural identity.
 - Social outcomes.
 - Increasing the Iwi economy.
- An active Iwi Development project and/or are partners in major infrastructure projects.
- Openness to a partnership between Iwi and Waihanga Ara Rau.

Māori businesses that:

- Have clearly defined whānau values.
- Support Iwi aspirations.
- Provide a career pathway for Māori.
- Have a sustainable business model.

Māori Service Providers, TEO's, Wānanga that:

- Have clearly defined whānau values.
- Provide relevant training for Māori.
- Meet the needs of industry.
- Are adaptable and innovative in design.
- Have Iwi approval as a Provider of choice.

Our stakeholder list in *Appendix 2* is a starting point to maximise engagement with our existing resources. We expect the number of stakeholders to increase as resources become available and new relationships develop.

Pacific People

Waihanga Ara Rau recognises that Pacific Peoples hold the solutions for Pacific Peoples. Waihanga Ara Rau's engagement during the 2022-2023 period will be focused on appointing a Pacific Peoples Relationship Lead, engaging with the Pacific Leader in Hāpaitia to develop a Pacific Strategy, and investigating the establishment of a Pacific Peoples Advisory Group to build relationships and discover how Waihanga Ara Rau can support the needs and aspirations of Pacific People.

Neurodiverse and Disabled People

There is currently limited information about neurodiversity and disability in our sectors, but we know that the vocational education sector is underserving these learners.

Waihanga Ara Rau's engagement during the 2022-2023 period will be focused on engaging with the neurodiverse and disabled community to build relationships, undertaking the Industry Equity Project, and understanding how we can work in partnership to remove barriers to participation and achievement.

Women

Women are employed in approximately 21% of all roles within the sector, however, in under 4% of technical roles. Waihanga Ara Rau's engagement during the 2022-2023 period will be focused on partnering across the sector and implementing the Equity Project which is funded via the TEC Covid-19 Fund. This project leverages off previous projects including - Women in Trades and Girls in Hi-Vis - to continue to improve the participation of women in all parts of the construction and infrastructure sector.

Education Providers

Waihanga Ara Rau's engagement with education providers will be focused on ensuring that industry requirements are clearly communicated to providers and that our activities are an enabler for accessible, flexible, relevant learning and assessment and for providers to give great support for learners and to businesses that train.

Education providers and related organisations will be prioritised according to our engagement groupings, including:

- Te Pūkenga, including the Work-based Learning (WBL) and other subsidiaries, covering nearly 95% of all learners engaged in our sectors. We will develop a co-ordinated approach with Te Pūkenga that reflects our different roles, facilitates insight sharing, as well as minimising industry fatigue through joined-up industry consultation.
- Wānanga and Māori Education Providers with the ability to provide innovative training solutions for Māori encompassing Tikanga and Kawa.

- PTEs who are accredited to provide industry-specific training or services that allow people to transition into work. A MOU was signed with ITENZ (Independent Tertiary Education NZ) in March 2022. This will allow co-ordinated activity and communication to be implemented.
- Secondary schools, particularly those linked to Trade Academies and Kāinga Ora, as well as associated bodies, for example CATE (Careers and Transition Education Association).
- Universities, as research partners and supporters of career pathways.

Other Stakeholders

Many organisations fit within the industry groups identified above, but there are several other stakeholder groups whose goals intersect strongly with our own, and are an important part of our engagement ecosystem including:

- Unions
- Research Partners
- Interest Groups
- Government & Regulators
- TEC
- NZQA.

To achieve our goal of maximising the efficiency of engagement, and to minimise industry fatigue, where appropriate we will also collaborate to engage with stakeholders on shared areas of interest, for example through the Construction Research Consortium.

Further information about how Waihanga Ara Rau interacts with groups across the sector is included in *Appendix 3: Interactions with Other Stakeholder Groups*.

Ohu Mahi

We will work collaboratively with other WDCs to engage with industry and other organisations. In particular, organisations such as Iwi, VEENZ (Vocational Engineering Education NZ) and businesses and industries who have interests spanning multiple WDCs. In these cases, we will put in place agreed expectations and protocols to ensure we have a collective, coordinated approach to engagement.

INDUSTRY ADVISORY GROUPS

The vital role of advisory groups is recognised in our Order in Council - Waihangā Ara Rau is required to establish national industry advisory groups that will provide input to assist us in effectively performing our functions.

Advisory groups provide an opportunity for a range of representatives to come together for discussion and consensus, and an opportunity for the voices of priority groups to inform our work to transform the vocational education sector. Advisory groups will be convened for different purposes, based on what industry requires and the information and advice Waihangā Ara Rau requires to fulfil its function.

We have identified three different advisory group categories:

Strategic: Provide strategic advice about workforce requirements and have a role in reviewing and endorsing advice to TEC and skills and workforce plans. For example the *Plumbing, Gasfitting & Drainlaying Advisory Group*.

Tactical/Partnership: Provide support to specific projects, specific advice or representation, and work to address issues or opportunities for industry. For example, the *Electricity Supply Workforce Development Project Steering Group*.

Technical: Provide technical input into the review and development of education products, assurance activities and programme endorsement. For example, the *Structural Detailing (Steel & Precast Concrete) Advisory Group*.

A diverse range of advisory groups already exist across the sector. This provides Waihangā Ara Rau with the opportunity to leverage existing advisory groups, minimise industry consultation fatigue and work with our partners to develop meaningful joined-up strategies, advice, and actions.

Some organisations with existing advisory groups relevant to our role include:

- Construction Sector Accord
- ConCOVE
- Te Pūkenga Work-based Learning (Connexis and BCITO divisions).

Other groups that may be relevant are convened by:

- Peak bodies and professional organisations
- Te Pūkenga subsidiaries and other education providers
- Regional Skills Leadership Groups.

We will also coordinate the establishment of new advisory groups where gaps exist and when new opportunities and challenges arise. This will ensure that industry voice is central to our priorities, activities, and deliverables.

ADVISORY GROUP SUMMARY

	STRATEGIC	TACTICAL/PARTNERSHIP	TECHNICAL
Purpose	Provide strategic advice into workforce requirements and have a role in reviewing and endorsing advice to TEC and skills and workforce plans.	Provide support to specific projects, specific advice or representation, and work to address issues or opportunities for industry.	Provide technical input into the review and development of education products, assurance activities and programme endorsement.
Focus	Advice to TEC Skills & Workforce Development Plans Strategy	Equity Pathways Advocacy Initiatives & Projects	Qualifications and Standards Assurance Programme Endorsement
Number	Minimum of 10 representing each of our strategic clusters, with others established if required.	Variable with a key focus on: <ul style="list-style-type: none"> - including underrepresented parts of the community including Māori, Pacific Peoples, women, and disabled learners. - addressing cross-industry concerns e.g., sustainability, mental health, career pathways. 	20+
Service level	<p>Convened at least twice a year and more frequently if required.</p> <p>Relationship Manager assigned.</p> <p>SLT involvement.</p> <p>Secretariat support.</p>	<p>Convened at least quarterly and more frequently if required.</p> <p>Relationship Manager assigned.</p> <p>SLT involvement or sponsorship.</p> <p>Secretariat support.</p>	<p>Convened regularly during an active project (approx. monthly).</p> <p>Ongoing connection with advisory group participants via surveying and information sharing.</p> <p>Manager and Project Lead assigned.</p> <p>SLT sponsorship.</p> <p>Secretariat support.</p>

Diagram 5: Advisory Group Summary

INTELLIGENCE GATHERING AND SHARING

Direct engagement with stakeholders is key to our engagement strategy. With a sizeable number of organisations within our ecosystem, we will use available channels to gather a wide range of perspectives to inform our activities, and to share information and insights as widely as possible for the benefit of all stakeholders.

Communications

Waihanga Ara Rau has a comprehensive Communications Strategy in place to complement and support our engagement efforts. Using proactive and reactive communications to inform, educate and engage stakeholders will enable us to enhance our stakeholder relationships. Key channels include social media and newsletters, our website and content placed within industry publications.

We will explore opportunities to work with industry through local, national and trade focused media to share information and initiatives and position Waihanga Ara Rau as trusted advisors and advocates for transformation.

Visibility through media coverage will enable industry to understand the role we play and encourage deeper engagement with our organisation.

Conferences and Events

Waihanga Ara Rau will connect with stakeholders through hosting, attending and sponsoring industry conferences and events. This channel provides an opportunity to bring industry together on shared issues, educate about our role and how we can support industry, share information about our initiatives and insights, and promote our industries and career pathways.

Industry Surveys

We will undertake continuous industry surveys to maximise participation from industry (particularly SMEs) and to determine if our engagement approach is resonating with stakeholders. We will use surveys to improve or adapt our approach to engagement to ensure we are delivering the best outcomes for our sector.

We will carry out a comprehensive industry survey in Q2 2022 to learn more about the issues concerning industry, understand what industry knows about Waihanga Ara Rau, our purpose and intent, and establish a benchmark for us to measure our future progress against.

Aka Kōrero

Aka Kōrero is the Ohu Mahi shared services Customer Relationship Management (CRM) platform and the hub for all information and intelligence that will support our engagement efforts. Aka Kōrero provides visibility and transparency with all stakeholders and will help to minimise any duplication

across stakeholder engagement. Aka Kōrero enables all staff to access and immediately understand the status of any stakeholder in the system.

PUTTING OUR PLAN INTO ACTION

Building enduring relationships requires determination, patience, and perseverance. This plan provides a roadmap to establish best practice for engagement, clarifies our engagement priorities, and outlines how we will measure and report on our progress

Our initial Engagement Plan is the starting point to focus our attention on engagement that supports transformation across the vocational training in our sector.

Our programme to implement our Engagement Plan is summarised in *Diagram 6*.

Accountability

Robust monitoring will measure how this plan is progressing and performing. Measures will be a combination of external activities and feedback as well internal activity measures.

New reporting will be implemented to provide oversight and transparency about engagement levels. We will also establish traffic light reporting to monitor the status of stakeholder relationships, and to capture any stakeholder issues regarding qualifications, assurance, or other matters. We will also establish a monthly report that summarises feedback across stakeholders and market intelligence.

The effectiveness of our approach will be assessed by: -

- The number of documented 'Engagement Plans' and 'Partnership Agreements' and if they are being met.
- The number and effectiveness of Industry Advisory Groups.
- The level of participation in Strategic, Tactical & Technical Advisory groups.
- Stakeholder perception and brand familiarity.
- Meeting our required service levels for the frequency and nature of engagement.
- Partnerships and projects with education providers that support equitable, relevant, high-quality delivery arrangements for our qualifications.
- The success of joint promotion/activity where collaboration was in place.
- Evidence of industry input and support into activities and deliverables including:
 - Workforce Development Plans
 - Advice to TEC
 - The development of education products and development roadmaps
 - Quality assurance and programme endorsement.

We will measure our success through:

	<i>Measure</i>	<i>Target</i>
<i>Iwi Engagement</i>	The number of Iwi projects established aimed at improving outcomes for Māori.	4 projects completed or in progress by June 2023
	Number of Iwi and Hāpu partnership agreements (kawenata)	4 by June 2023
<i>Industry Trust & Confidence</i>	Industry Net Promotor Score	>5 by June 2023
<i>Relationship Management</i>	Engagement Plans established with 'Manage Thoroughly' stakeholders.	50% by Dec 22 80% by June 23
	Complete initial engagement with 'Keep Engaged' stakeholders	90% by Sept 2022
	Stakeholder brand awareness	80% of survey respondents are aware of Waihanga Ara Rau and the role we undertake

Review

Waihanga Ara Rau serves a dynamic industry operating in a rapidly changing environment. Continuous review and improvement of our engagement approach is essential to ensuring it remains fit for purpose.

We will use Aka Kōrero and other tools to track, review, and assess the quantity and quality of interactions with stakeholders across the ecosystem and continue to refine our processes to maximise the quality of engagement.

Reviewing reports from stakeholder meetings and Advisory Groups will provide valuable insights to understand which engagement interactions are generating the best results.

Feedback from industry surveys, communications, marketing, and media will also support us to respond to emerging needs and allow us to adjust our approach if required.

In early 2023, a full review of our engagement process will be undertaken.

IMPLEMENTATION PLAN 2022-2023

FOCUS AREA	JAN - MARCH	APRIL - JUNE	JULY - SEPT	OCT - DEC	2023
Māori	Priority Māori stakeholders identified, and initial contact established.	Priority Māori stakeholders – developing Partnership Agreements.	Priority Māori stakeholders – Partnership Agreements approved.	Priority Māori stakeholders – Partnership Agreement updates.	Full review of engagement process, and update, and realignment to focus on insights identified during 2022.
Relationship Management	Initial contact with all 'Manage Thoroughly' Stakeholders. Some contact with 'Keep Engaged' stakeholders.	Meetings with all 'Manage Thoroughly' Stakeholders. Contact with 'Keep Engaged' stakeholders. Comms outreach to 'Keep Informed' stakeholders.	Contact with all 'Keep Engaged' stakeholders. Regional Meetings with stakeholders.	Continuation of ongoing monthly and quarterly meetings with 'Manage Thoroughly' and 'Keep Engaged' stakeholders.	
Advisory Groups	Advisory Groups - Planning and analysis of existing groups.	Advisory Groups - Identification and review phase complete.	Define gaps in existing Strategic, Tactical and Technical Advisory Groups. New Advisory Groups established across Strategic, Tactical and Technical groups.	Advisory Groups & providing feedback and progress across Strategic, Tactical and Technical.	Review and refresh of Advisory Groups to ensure they remain fit for purpose.
Intelligence gathering and sharing		Industry survey commissioned.	Industry survey results providing benchmark status of industry perception of Waihanga and industry issues. Feedback assessment – reviewing key priorities and identifying areas of concern.	National Conferences via sector groups. Bespoke comms to inform stakeholders (particularly 'Keep Informed' stakeholders) of industry issues.	Project evaluation and reports on key stakeholder collaboration projects.

Diagram 6: Implementation Plan 2022-23

APPENDIX 1: INITIAL PRIORITY STAKEHOLDERS

Civil Infrastructure	Construction	Energy & Telecoms	Construction & Infrastructure services	Access Trades	Electrical, Electronic Engineering & Electrotechnology	Plumbing, Drainlaying, Gasfitting	Water	Masonry
Fulton Hogan	Naylor Love	Electrix	WSP	Cranes Association NZ	Master Electricians	Master Plumbers	Water Care	NZ Master Monumental Masons Association
HEB	McConnell Dowell	Obertech Group	GHD	Scaffolding, Access and Rigging NZ	Electro-Technical Association	New Zealand Plumbers, Drainlayers & Gasfitters Association	Wellington Water	Brick and Block Federation
Higgins	CMP Construction	Power Net	AECOM	Industrial Rope Access NZ		Gas Association of NZ (GANZ)	Veolia Environmental Services (NZ)	NZ Stonemasons Association
Downer	Ryman	Delta	Aurecon	Elevating Work Platform Association			Water Industry Operations Group (WIOG)	
Ghella Abergeldie	Metlife Care	North Power	BECA	Lifting Equipment Engineers (LEEAs)			Water NZ	
Ventia	Stonewood Homes	Transpower	Architectural Designers NZ				City Care	
South Roads	GJ Gardner	Contact	NZ Institute of Quantity Surveyors				Ventia	
City Rail Link (Consortium)	Jennian Holmes	Meridian	Survey & Spatial NZ					
Civil Contractors NZ	Mike Greer Homes	Connectics	Association of Consulting Engineers (ACENZ)					
	Fletcher	Trustpower						
	Concrete NZ	Electricity Engineers Association						
	Master Joiners	Electricity Networks Association						
	Registered Master Builders Association	Vector						
	Roofing Association NZ							
	Windows & Glass Assoc NZ							
	Construction Strategy Group							
	NZ Certified Builders							
	BOINZ							
	Frame & Truss Manufacturing Association							
	Institute of Architects							

KEY	
Manage Thoroughly	Blue
Keep Engaged	Green

Finishing Trades	Other interest groups	Education/ Training	Te Pūkenga	Iwi/Hapū	Unions	Government/ Regulators
Allnex (formerly Nuplex)	Specialist Trade Contractors Federation	ATNZ	Connexis	Ngāti Toa Rangitira	AWU/NZ	Ministry of Education (MOE)
Association of Wall & Ceiling Industries	Rural Contractors NZ	Allied Trades Institute (ATI)	BCITO	Taranaki Whānui ki Te Upoko o Te Ika	E IO	Tertiary Education Commission (TEC)
Floor NZ	Engineering NZ	ATT	All TEOs	Te Runanganui o Ngāti Porou	First Union	Waka Kotahi NZ Transport Agency (NZTA)
Master Painters	Chambers of Commerce	Axon	Skills Org	Ngāti Whakaue/Te Arawa	NZ Council of Trade Unions	Worksafe NZ
National Kitchen & Bathroom Association	Construction Industry Council	AMA Training	Te Pūkenga	Waikato Tainui		Ministry of Business, Immigration & Employment
	Construction Accord	G&H Training		Amotai		Ministry of Social Development
	Infrastructure New Zealand	Employ NZ				Kalanga Ora
	National Association of Women in Construction NZ (NAWIC)	Future Skills Academy				Te Puni Kōkiri
	Institute of Public Works Engineering Australasia (IPWEA)	Industry Skills Ltd (i Skills)				Plumbers, Gasfitters & Drainlayers Board (PGDB)
	Offsite NZ	KiWA Institute of Education				Electrical Workers Registration Board (EWRB)
	BRANZ	K2 Training				Infrastructure Commission
	NZ Green Building Council	Masterlink				NZQA
	Building Enclosure Council NZ	MITA Consulting				ConCOVE
	Construction Health & Safety NZ (CHASNZ)	Skills Update Limited				Regional Skills Leadership Groups (RSLGs)
		Solomon Group				Taumata Arowai
		The Training Generation				LBP Boards
		Vertical Horizons				
		ITENZ				
		VEENZ (previously NZBED)				
		Te Wānanga o Aotearoa				
		Te Whare Wānanga o Awanuiārangī				
		Te Wānanga o Raukawa				
		Careers and Transition Education Association (CATE)				
		Lines and Cables Training				
		GridSkills				
		Electro Technical Education Centre				
		Electrical Training Company (ETCO)				
		New Zealand Institute of Highway Technology (NZIHT)				
		Site Safe				

KEY	
Manage Thoroughly	Blue
Keep Engaged	Green

APPENDIX 2: MĀORI STAKEHOLDERS

Our initial list of Māori stakeholders is shown below based on Waihanga Ara Rau's capacity to deliver.

Iwi

- Ngāti Toa Rangatira
- Taranaki Whānui ki Te Upoko o Te Ika
- Te Runanganui o Ngāti Porou
- Waikato Tainui

Additional Iwi Groups will be included once Waihanga Ara Rau has formed a Partnership (Kawenata) Agreement with the existing Iwi and is comfortable with management of the relationship.

Māori Business

- Tāwharau Builders
- ICONIQ Builders Group
- Kotahi Builders Ltd
- Te Aranga Alliance (including Higgins, Goodmans, Brian Perry Civil, Beca & Harrison Grierson)

Once identified, additional businesses will be added to support Iwi Development and Infrastructure Projects.

Māori Providers

- AMA Training, Auckland
- Te Aratika Industry Training
- Vertical Horizonz Group
- Te Wānanga o Aotearoa

APPENDIX 3: INTERACTIONS WITH OTHER STAKEHOLDER GROUPS

While our primary stakeholder group is the construction and infrastructure industry, there are a wider group of other organisations that we need to engage with. Our **interaction** with these organisations is outlined below.

Area	Partner Organisation	How Waihanga Ara Rau interacts
Government Agencies	NZQA	Recognises Waihanga Ara Rau as the Standard Setting Body for the construction and infrastructure industry. Manages the qualifications system, approves and lists education products and monitors moderation activity.
	TEC	The funder and monitoring agency of the WDCs. We provide advice to TEC on funding and policy topics such as the mix of provision and allocation of the strategic funding component of the Unified Funding System (UFS).
	Ministry of Education (MoE)	We interact with the MoE at a policy and implementation level within the in school and school to tertiary and school to work transitions. A platform for connection is the Building, Construction and Allied Trades Skills (BCATS) which is a suite of Level 1–3-unit standards and qualifications.
	Ministry of Business Innovation and Employment (MBIE)	Many facets of MBIE impact on our industry scope. The Building, Resources and Markets group is responsible for many of the regulatory systems including building and energy markets and supports the external-facing Government Procurement and Government Property Group brands. The Immigration group support a system that functions within wider labour market, economic, community and security contexts. This includes matching the skills and talents people bring to the skills New Zealand needs. The Digital, Data and Insights Group is responsible for consolidating and strengthening core data and insights, digital and technology functions within MBIE.
	Kāinga Ora	We are working with Kāinga Ora to achieve shared workforce goals including workforce planning of resource and capacity to deliver System transformation, Quality and affordable homes and Environmental wellbeing.

	Te Puni Kōkiri	We will work with Te Puni Kōkiri on the development of a Māori Construction Sector Strategy and a Māori Infrastructure Sector Strategy both focused on lifting Māori enterprise and labour market outcomes.
	Ministry for Pacific Peoples	We will work with the Ministry to ensure we bring Pacific voices, perspective and understanding to our policy and initiatives.
	Ministry of Housing and Urban Development (HUD)	We will work with HUD on strategy and policy projects linked to New Zealand’s housing and urban development system.
	New Ministry for Disabled People	We will work with the new Ministry for Disabled People to engage meaningfully with the disability community. This will help to drive ongoing transformation of the disability system in line with the Enabling Good Lives (EGL) approach.
	Te Waihanga New Zealand Infrastructure Commission- Te Waihanga	Partners in the Construction Workforce Research Consortium. The Workforce Information Platform COVID-19 Recovery Project also provides a comprehensive pipeline of civil construction work that complements the Commissions Project Pipeline information.
Sector Organisations	Construction Accord	The Accord is the driver of the Construction Sector Transformation Plan focused on change in six areas: Leadership, Business, Performance, People Development, Health, Safety and Wellbeing, Regulatory Environment, Procurement and Risk. The Workforce Information Platform COVID-19 Recovery Project delivers the Long-term Workforce Plan component of the People development workstream. Also partners in the Construction Workforce Research Consortium. We are in the process of establishing an MOU with them.
	Regional Skills Leadership Groups	In 2022, Waihanga Ara Rau is providing 15 RSLGs with a regional report identifying supply and demand gaps, the pipeline of work and a prioritised list of Issues and Opportunities affecting the construction workforce in their region through the Workforce Information Platform COVID-19 Recovery Project. Nine of the 15 RSLGs have construction and infrastructure as focus areas but all will include Construction in their advice to Government in June

		2022. The relationship will change slightly in future years as WDCs take a national view of specific industries and RSLGs take a regional view of all industries.
	ConCOVE	ConCOVE undertakes research and coordination activities in the Construction sector. We are partnering with BRANZ and ConCOVE on industry research focusing on the Future of Work and Climate Change survey. We have recently signed a MOU with them.
	BRANZ	BRANZ is an independent research organisation that uses an impartial evidence-based approach to improving the performance of the New Zealand building system. They are part of the Construction Workforce Research Consortium. We are partnering with BRANZ and ConCOVE on industry research focusing on the Future of Work and Climate Change survey.
Education	Te Pūkenga	Will become the largest training provider in Aotearoa in January 2023 when the 16 Polytechnics and Institutes of Technology merge with the 11 transitional Industry Training Organisations.
	Te Pūkenga WBL (BCITO & Connexis)	Partners in the Construction Workforce Research Consortium plus collaboration on learner and employer data sharing. Between the ITO and polytechnic subsidiaries, Te Pūkenga covered 94.9% of all learners within the Waihanga Ara Rau scope in 2021. We will provide insights and stakeholder input to inform them of industry needs to ensure alignment with the training they provide.
	Private Training Providers (PTEs)	PTEs are the second largest group of training providers and can be more agile in their reaction to training needs. PTEs are partners and collaborate with us, sharing learner and employer insights.
	Wānanga	Wānanga are the third group of training providers. Te Wānanga o Aotearoa and Te Whare Wānanga o Awanuiāranġi have been active providers at differing levels with the Waihanga Ara Rau scope.
	Auckland, Victoria, and Massey Universities	Partners in the Construction Workforce Research Consortium.

Other	Registration Bodies	Such as the Plumbers Gasfitters & Drainlayers Board, Electrical Workers Registration Board and Building System Performance (MBIE) — partners in identifying industry standards and training needs. They will be involved in the development of qualifications, and we will work with them on ways to improve the quality and consistency of training.
	Diversity Works NZ	We have contributed to the Construction Diversity Gap Analysis Report and workshops to design an industry Roadmap. This project delivers on the Diversity in Construction outcome in the People Development work stream of the Construction Sector Accord.
	Mates in Construction	Partners in the Construction Workforce Research Consortium.
	National Association of Women in Construction (NAWIC)	Waihanga Ara Rau are committed to supporting NAWIC as part of our 2022 program of activities. We are keen to establish a long-term vision of continued support with NAWIC.
	CanConstructNZ	Participants together in the CanConstructNZ research programme and members of the Construction Workforce Research Consortium.
	Civil Contractors New Zealand	An industry association that represents Civil infrastructure companies. Partners in the Construction Workforce Research Consortium and the Workforce Information Platform COVID recovery project.