



2021-2031

Horticulture Workforce Transition Plan

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Foreword

When launching “Fit for a Better World” last year, the Prime Minister noted that New Zealand’s post-COVID recovery will be led by the primary sector. The horticulture sector is well placed to be a major contributor to our recovery but faces the same challenge seen worldwide in the primary industries - how do we effectively attract and retain the permanent and seasonal labour required to maintain growth?



Collectively, with integrated support from government and education providers, the horticulture industry will be evolving its current capability initiatives as part of our 2021-2031 Horticulture Workforce Transition Plan (currently in draft). This plan recognises, and will actively pursue a comprehensive, world-leading capability system to attract, grow, and retain talent for our world-leading industry.

The horticulture industry is already working hard to attract, retain, and grow (train) a skilled and productive workforce. Acknowledgment must go to NZ Apples and Pears as well as NZ Kiwifruit Grower’s Inc and HortNZ for leading and supporting much of this work and many of the initiatives already underway. The industry is well along the journey to transition roles from seasonal to permanent and from low-skilled to higher-skilled through the introduction of automation and augmentation innovations.

This Workforce Transition Plan (WTP), developed by representatives of the horticulture sector and central government provides a strong framework that brings these initiatives together. It builds on the considerable work already underway; it also looks to the future and identifies key areas and actions that will require collaborative effort and partnership to support a transition of the horticulture workforce to higher skill levels and less reliance on migrant labour over the long term.

The vision of this plan is that from 2031 onwards the horticulture sector will be an agile, skills-based industry that employs a high proportion of qualified New Zealanders in meaningful permanent roles.

The five priorities outlined in this plan to meet the vision are:

1. Attract: Increase the number of New Zealanders entering and remaining in the sector
2. Retain: Improve wages and conditions for all horticulture workers
3. Grow: Increase access to and engagement with training and upskilling for New Zealanders
4. Transition: Increase the number of long-term, skilled, and sustainable horticulture roles for New Zealanders
5. Innovate: Increase employer's ability to adopt workforce innovations

The key factors providing context to these priorities are:

- Thriving and internationally competitive. Horticulture is increasingly adding value to New Zealand's exports and areas of comparative advantage.
- Incredible career opportunities. Across the country, around 60,000 people are employed in horticulture in a wide variety of expanding and increasingly skilled/remunerated roles. These are sustaining rural communities - directly contributing to our provenance's financial sustainability.
- World-leading career programmes. Horticulture runs world-leading, evidence-based programmes that are focused on attracting, growing, and retaining New Zealanders in permanent roles.
- Increasing mechanisation. There are many skilled jobs in our sector and as mechanisation increases, the number and level of skilled jobs and the diversity of those able to do them is increasing. This is also supporting the growth of knowledge-intensive Agri-Tech and suppliers along the supply chain.
- The seasonal workforce underpins growth. Although we are progressing to more augmented and less physical forms of labour, the horticulture industry still needs significant numbers of people for peak harvest and pruning times. This is essential to support sustained growth and increase the number of permanent jobs.
- Industry Assurance Programmes. Standards are maintained through the industry assurance schemes with the ultimate sanction being retailers who will not sell a product that does not meet these standards that are independently audited.

The horticulture industry already has made a substantial commitment to attracting, growing, and retaining a suitable workforce. To continue our progress, we wish to emphasise the need for industry-led and government-enabled programs. This will ensure our capability system is fit-for-purpose, integrated, agile, and resilient moving forwards.





Context

A Workforce Transition Plan is a long-term strategy developed with key stakeholders across the wider sector ecosystem that provides a clear picture of the challenges and opportunities faced by each sector, agrees on a long-term vision and sets out an action plan that spans a wide range of areas, including research, science and innovation, trade, education and skills.

This Horticulture Workforce Transition Plan is a national strategic document that aligns the needs of each of the fruit and vegetable sector groups who despite being at different stages respectively on their own journey are all significantly affected by national drivers including but not limited to the accessibility of research and development, reform of vocational education, policy requirements both domestically and internationally that demand increased capability, and social welfare settings. In turn, each sector within horticulture can affect the others with its strategic direction. A united approach is needed to maximise the success of each sector and the industry sustainably.

New Zealand horticulture will be transformed through the application of the guiding principles of industry policy: taking a partnership-led approach; building a strong evidence base for action; using specific sector strategies; providing clear and consistent signals from government and industry; ensuring activity is supporting better jobs; working in partnership with Māori; ensuring short-term actions are consistent with our long-term vision, and ensuring our activity is contributing positively to sustainability goals. This WTP will outline the current opportunities and challenges and lay a collaborative industry plan to manage these.

This plan aligns with specific sector strategies from the Apple and Kiwifruit Industries. It also is cognisant of existing plans in the Primary Industries' that directly relate to this plan. The Agritech ITP is already supporting workstreams that will directly benefit this WTP. Other workstreams that are complementary were born out of the Food and Fibre Skills Action Plan. This plan seeks to support the subsequent development of horticulture workforce transition plans in key growing regions.

A Purposeful Industry

\$4.2bn
in annual exports

New Zealand horticulture is now an exciting, fast-paced, world-leading industry that is constantly evolving and innovating to feed some of the world's most discerning customers with healthy, sustainable, and premium produce. However, the world is quickly closing the gap and issues are emerging from capability development to social license to operate.

\$6bn
industry

As we enter the third decade of the 21st century, New Zealand's horticulture industry is riding the waves of its traditional industry strengths: strong research and development, intellectual property, and a 'can-do' attitude. But the burden of continuing this success is mounting. Other countries with comparative advantages including cheaper labour, closer access to consumer markets, larger capital pools, and faster technological innovation are catching up if they haven't already done so.

6,000
New Zealand Growers

At home, increasing land prices and scarcity, tighter international market access requirements, stricter environmental regulation, RSE and labour availability challenges, an overhaul of vocational education, financial pressure on our research institutions and land-based universities, and a growing rural-urban divide are raising red flags from the grower through to government. More recently these issues have been compounded with disruption to production, trade, and markets due to the COVID-19 pandemic.

60,000
People employed

The future success of New Zealand's horticulture industry will be driven by its underlying purpose – creating healthy food, for all, forever. This purpose needs to be shared with the entire workforce, at all levels. A strong, open, and transparent shared purpose will allow the industry to progress at speed in an increasingly sophisticated environment. It will also ensure our diverse workforce chooses the horticulture industry as their preferred workplace.

Current state

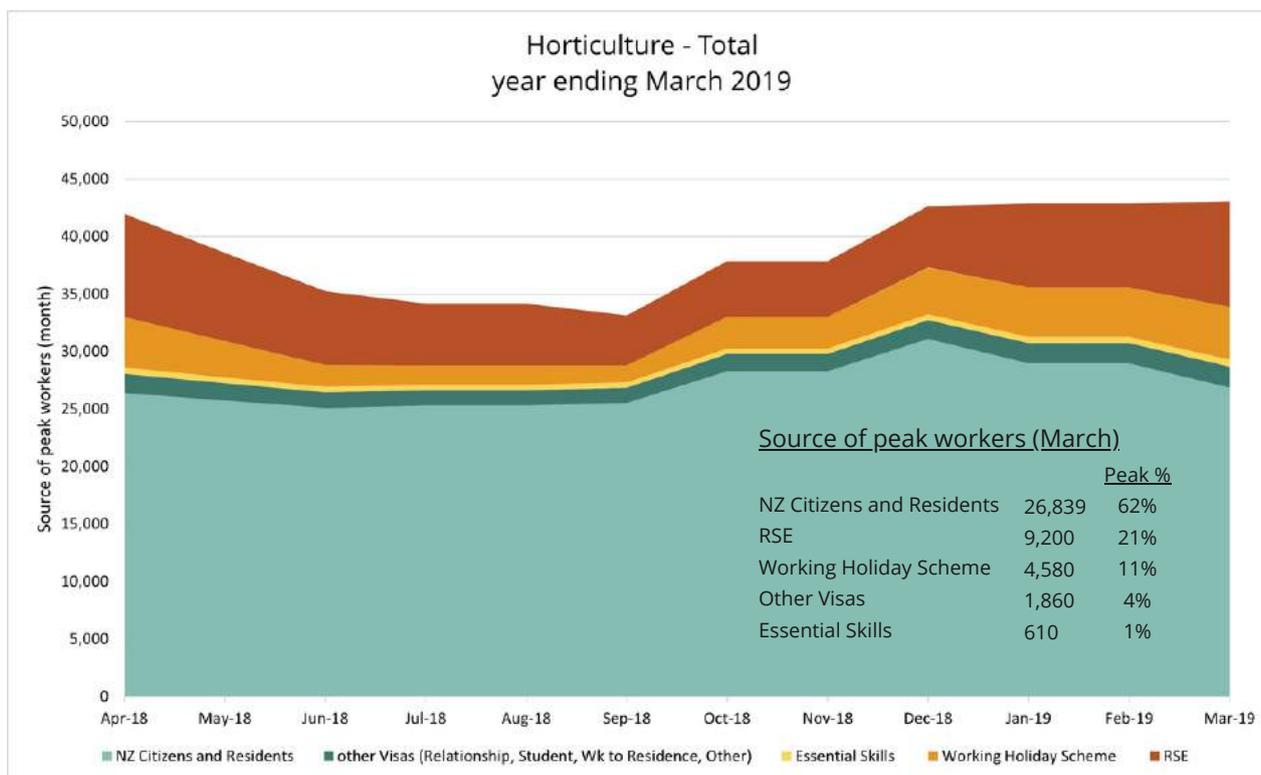


Figure 1. Horticulture total composition of the workforce across 12 months (MPI, 2021)

The Current Workforce (source MPI, 2021). The majority of the Horticulture Workforce are New Zealanders with seasonal peaks (that are geographically dispersed) being supported by the Recognised Seasonal Employment Scheme (RSE) and Working Holiday Scheme Visa Holders (Backpackers).

New Zealand Horticulture Seasonal Labour Demand



Figure 2. Horticulture seasonal labour demand map of New Zealand

Seasonal peaks and troughs of labour demand in the New Zealand horticulture industry are driven by climate. Tasks that have not yet been automated for example cherry, apple, and kiwifruit harvests and grape-vine pruning are geographically dispersed. Despite these roles being seen as 'unskilled' due to their low barriers of entry to be 'productive' in these roles requires a high level of skill.

The Transition

This Industry Transformation Plan (the Plan) describes the process and means by which the horticulture sector will transition its workforce from the current state to a future state in which New Zealanders in higher-value, permanent jobs make up the majority of the sector workforce (see Figure 1).

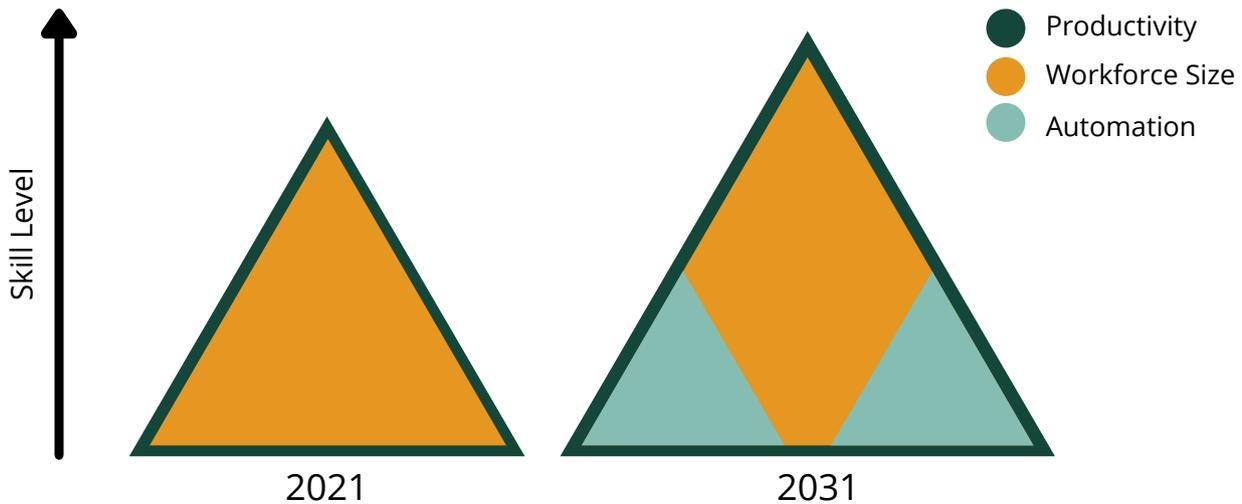


Figure 3. Horticulture industry transformation plan visual

Above: The Transition

- Automation will take the 'slack' out of the forecasted growth of the horticulture industry in particular in seasonal roles. This has already been seen with the use of platforms in orchards which allow one individual to increase their productivity by up to 2.5x.
- The total workforce size will not decrease.
 - The pipeline of New Zealanders being attracted to the industry will need to increase
 - Increased rates of retirement and a 'missing middle' of Gen X in the industry currently.
 - Different skill needs – engineers, data scientists, highly-skilled machinery operators, economists, business analysts, agronomists
- Skill needs will increase largely due to:
 - the need to effectively manage, understand and operate automation and technology
 - operating within increasingly complex systems that manage externalities
 - management of growing compliance and market access requirements
- What is currently perceived as 'low-skilled roles will not disappear'.
 - As the adoption of automation is driven by scale, access to capital and simplicity of the role needed to be automated some 'low barrier to entry roles' will not be automated by 2031 nor 2041. These will be in areas where the engineering and technological capabilities have not exceeded those of a human and/or the variability in the growing system is too great for a machine to manage (such as kiwifruit orchards on steep terrain).



The Transition

There are three bottlenecks to this transition which this plan aims to reduce:

- i. The ability to attract and retain sufficient numbers of New Zealanders
- ii. The ability for employers to adopt automation technologies
- iii. The ability to upskill the current workforce and attract skilled workers to operate in a more automated environment

This plan focuses on three-time horizons; acknowledging the current state in 2021, a medium-term objective for five years (2026), and a ten-year vision for 2031. It identifies key actions to ensure the above transition can be realised as quickly and sustainably as possible.

Objectives of the plan

- Increase the proportion of the horticulture sector's New Zealand workforce, including increasing the number of longer-term sustainable roles for New Zealand workers;
- Increase the provision of training to upskill New Zealand workers for modern horticultural work.
- Increase employer's ability to adopt workforce-related innovation and best practice.

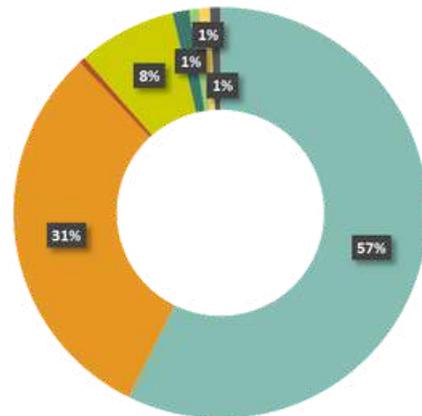
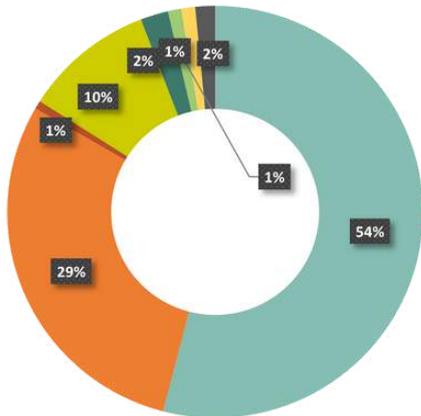
In meeting these objectives, the horticulture industry will be better able to meet current and future workforce challenges and help support the economic recovery from the impacts of the COVID-19 pandemic.

Production Capability = People Capability

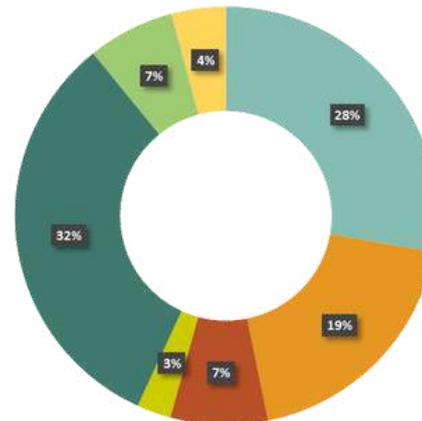
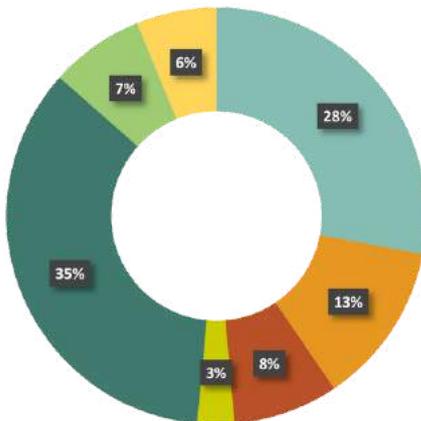
Current Situation (2021)

Future Situation (2031)

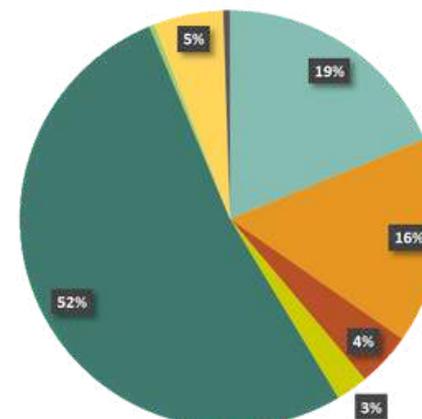
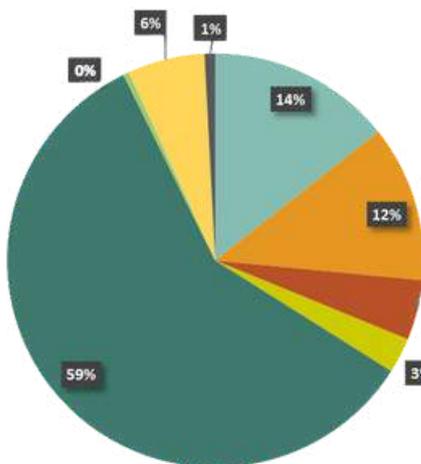
Seasonal



Permanent



Hectares



- Kiwifruit
- Apples
- Avocados
- Summerfruit
- Vegetables
- Indoor Production
- Other Fruit
- Spring Crops

Baseline Situation

2021

Current Skills and Training

Certificate and Diploma options exist across the country in horticulture with some programs especially those delivered online enrolling hundreds of applicants. In-person diploma programs at Institutes of Technology, private training establishments, and through Lincoln University range from 10-50 per regional cohort.

The current vocational education system is designed to enable a whole of the workforce, whole of career, and whole of sector delivery model for the Food and Fibre Sector including for horticulture.

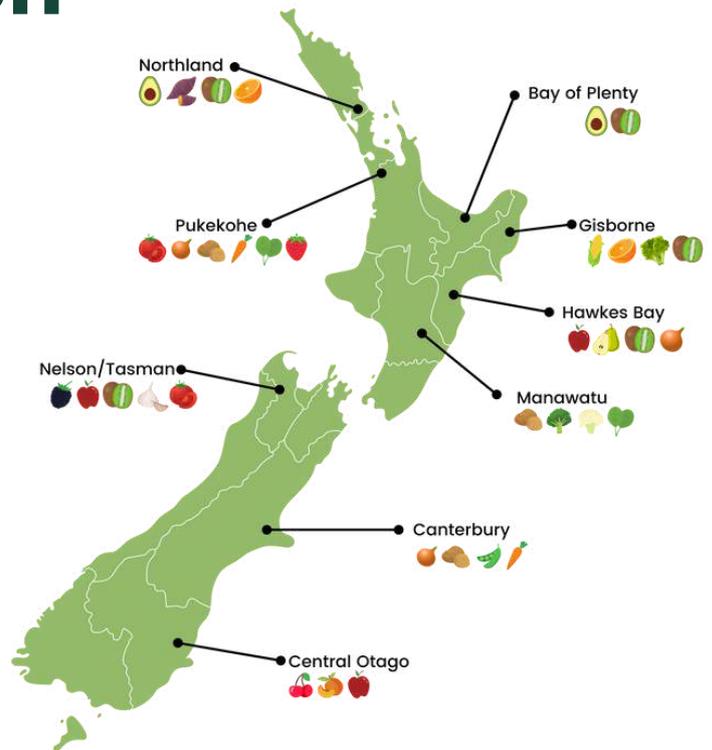


Figure 4. Horticulture growing regions map

The four key elements for successful delivery are:

1. Coordination of the network of provision: Te Pūkenga and its subsidiaries (formerly the 16 polytechnics), the Primary Industry Training Organisation (in the process of being merged with Te Pūkenga), Wānanga, private training enterprises, schools, universities and industry extension and related programmes.
2. An operating model which offers accessible, flexible and agile modes, times and locations for delivery.
3. An operating model that ensures forward-thinking, fit-for-purpose education products are used.
4. An operating model that is learner-centred and employer focussed through learning, pastoral and transition support and services.

The current vocational education system has failed to deliver the four key elements for horticulture. The Government's reform of education and the implantation of workforce transition plans presents the opportunity to rectify the current failings.

At the University level, there are two distinct horticulture offerings in New Zealand. Students entered into Massey Universities Bachelor of Horticultural Science and Lincoln Universities Bachelor of Commerce (Hort) numbered approximately thirty per year combined. University graduates with horticulture specialisations receive up to four job offers and start on average \$10,000 more than the average graduate.

Future Situation - 2031

Future Theme	Influence on Horticulture
<p>Climate change</p> <ul style="list-style-type: none"> Increased weather events/ increasingly volatile weather Warmer climates 2050 targets (net zero) 	<p>New Crops E.g. <u>peanuts in Northland</u>, and other tropical crops. Increased ability to grow crops further south than currently able. Varieties may also be selected to cope with different and increasingly harsh climate conditions.</p> <p>A need to transition heated greenhouses currently on fossil fuels to low carbon fuels</p> <p>New/expansion of covered cropping Interesting commentary on this in the <u>media recently from Leaderbrand</u>.</p> <p>A need for an increase in alternative lower emissions farming systems and products (e.g. hort) <u>Climate Change Commission's advice to Government</u> assumed an additional 2,000 ha hort per year from 2025 in their 'demonstration path' – but expect that this could increase in the future if barriers – such as water availability, labour, supply chains and path to market – are addressed. Under other scenarios, this could be an additional 100,000 ha hort by 2050.</p> <p>Reduction in emissions and tracking of this from soil to market. Less water security – for water takes, due to weather/climate (droughts etc.) and also more stringent freshwater regulation. Highly water-reliant crops may struggle to increase ha if water cannot also be secured.</p>
<p>Freshwater</p>	<p>Greater freshwater regulation – requiring an 'improve' trajectory in many locations</p> <p>Freshwater Farm Plans</p>
<p>Social license</p>	<p>New technologies that result in more direct application etc, fewer impacts</p> <p>Less harsh chemicals and increasingly biological controls will need to be used. Pest and disease pressure is increasing over time. Crops and certain varieties of these that are prone to pests and disease will decrease in hectares.</p>
<p>Increased productivity & efficiency</p>	<p>Mechanisation, robotics, AI, labour augmentation</p>
<p>Added-value</p>	<p>Varieties, marketing, branding, analysis</p>

Future Situation - 2031 - Skills Needed

Future Theme	Influence on Horticulture
Biosecurity	Crisis management, Incursion response
Production systems and new varieties	Climate change adaptation , Integrated Management Programmes, Skills in nutrient management, mitigations etc. Different growing skillsets for novel crops Intellectual property
Phytosanitary	Quarantine pest management, certification systems, disinfestation.
Food safety	Regulatory and commercial
Health & safety	Compliance, proactive prevention, wellbeing
Logistics	Compliance, proactive prevention, wellbeing
Finance	Foreign exchange, futures, global markets
People management	Multicultural workforces, team building, dispute resolution
Systems, design, and verification	Developing and implementing documented systems. Integrity programmes, auditing and assurance
Track and Traceability	Authenticity, blockchain
Sustainability	Good Agricultural Practice (GAP), Social sustainability, environmental sustainability, Kaitiakitanga
Automation, robotics	Internet of Things (IoT), Industry 4.0

Future Situation - 2031 - Capability

In the future, the sector will need higher skills, different skills and specialist skills to take full advantage of changing consumer demands, the emphasis on value-added products, advances in technology, specialised production and processing, and a greater focus on sustainability and climate change.

This is to be developed and delivered in part through the below identified new Reform of Vocational Education (RoVE) organisations and Universities. The horticulture industry is represented across these organisations and in partnerships with them to ensure a fit-for-purpose world-leading capability system is serving the industry.

Impact of the Reform of Vocational Education

RoVe will create a strong, unified, sustainable vocational education system that is fit for the future of work and delivers the skills that learners, employers and communities need to thrive through a range of interconnected organisations. Funding remains the core issue affecting the delivery of the vocational education system.

Workforce Development Councils

Muka Tangata: People, Food & Fibre WDC has the most primary industries coverage. The concept for the WDCs is for each WDC to work with industry and RSLGs to set strategic direction, define skill and qualification requirements, determine funding allocation, and quality assure delivery.

Regional Skills Leadership Groups

The 15 groups are made up of regional industry leaders, economic development agencies, iwi, workers, and government agencies, supported by MBIE. Horticulture is a key part of many regional economics in New Zealand and representatives from the industry sit on the relevant RSLG's.

Centres of Vocational Excellence

Centres of Vocational Excellence (CoVEs) are designed to drive innovation and excellence in vocational education by connecting industry with the vocational education network of providers.

Te Pūkenga

Te Pūkenga brings together the existing 16 Industry Training Organisations (ITO) to deliver a unified, sustainable, public network of regionally accessible vocational education. All ITOs will cease to exist at the end of 2022 and the Primary ITO is being merged with Te Pukenga at that time.

Te Taumata Aronui

Te Taumata Aronui has been set up to make sure the changes reflect the Government's commitment to the partnership between Māori and the Crown are realised. This will give Māori community & employer views on tertiary education, including vocational education & training.

The Food and Fibre Capability Group

The Food and Fibre Capability Group (FFCG) has been engaging with industry (through its Forum) on the reform of vocational education changes and making submissions. Over 80 groups and organisations attend the FFCG forum to debate, develop, submit on and monitor the reform of vocational education changes. The FFCG reports to the Food and Fibre Partnership Group.

Future Situation - 2031 - Capability

Universities

University programs are expanding in horticulture especially through online and digital offerings. Ensuring high-student numbers in horticulture courses has been a continued challenge to maintaining these programs. In the future, it is expected that the universities will continue to offer both distance and campus-based models of learning for horticulture production and business. Degree apprenticeships are also being explored – a model that supports work-based learning at NZQA Level 7.

Postgraduate study is increasingly in demand and the number of New Zealanders progressing into Masters and Ph.D. programs in horticulture or related applications is increasing since Covid-19. This level of study and capability for research will increasingly be needed in the future as horticultures' competitiveness relies on increasingly sophisticated science and technological innovations.

Leadership

The horticulture industry is one of the most diverse industries in New Zealand with over 120 products being grown in orchards, greenhouses, and fields. Because of the lack of a 'kill-step' i.e, the product grown is exactly the product eaten by the end consumer, growers are directly affected by market drivers. Growers, therefore, look to ensure the entire value chain is serving them. The leadership skills needed and the quantity of leaders in the industry is therefore arguably higher than comparable industries.

Governance and leadership are needed not only in the 50+ grower district associations and product group boards but also on boards of post-harvest companies, auditing and certification organisations, environmental groups, local and regional councils, and capability and skills groups.

While the opportunities for leaders in the horticulture industry are immense there is increasingly a need to ensure representatives have the support, skills, and experience to govern the industry. Furthermore, people management skills at a supervisory level and upwards are increasingly important as operations continue to get larger and the workforce increases in diversity. The future of horticulture relies on the industries ability to create high-performance teams throughout all levels of the industry.

Industry Extension and Open Knowledge

As regulatory requirements due to increasing social license couple with increasing market demands, overseas growers are faced with an exponential learning curve to adapt their systems to comply and ensure profitability. Support from industry and government in facilitating open knowledge and extension to growers is crucial to the ongoing success of New Zealand horticulture.

Future Situation - 2031 - Seasonal and RSE

Seasonal Labour

The Pacific Island RSE scheme and working holidaymakers will continue to be an important source of labour supplementing NZ workers who make up approximately 50% of horticulture's seasonal workers. In addition, there are specialist skills that are required for harvest – cherry graders, tractor drivers for vegetables – that through the Immigration regime needs to be able to come to New Zealand for harvest innovations.



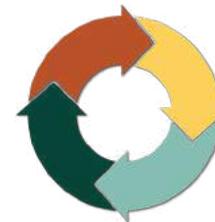
RSE Scheme

The RSE scheme's key benefit to the New Zealand horticulture industry is not through the provision of reliable workers but what it has achieved for the operations and growth of each business. As unemployment rates progressively and paradoxically reduce the availability of New Zealanders for seasonal work has and is rapidly reducing. The seasonal workers be they from New Zealand or the Pacific are essential for harvest and high labour skilled evolutions such as winter pruning. A reliable and consistently returning seasonal workforce permits the investment in infrastructure and robotics but importantly results in more permanent New Zealanders being employed and a constant increase in the level of skills required to produce premium produce for the discerning international and high end domestic market. The seasonal workforce requires a variety of skills with many of the New Zealand seasonal workers taking on the high skilled and technology savvy functions. What the RSE workers do is provide the backbone to night shifts and peak labour demands. RSE workers have been a key ingredient in horticulture's growth, mechanisation and rapidly growing employment of more permanent staff by providing the season by season certainty of seasonal labour the underpins the success of horticulture today but also for the future growth and increased use of technology for the future



10-year transition

Objectives of the plan



Attract

Increase the number of New Zealanders entering and remaining in the sector

Retain

Improve wages and conditions for all horticulture workers

Grow

Increase access to and engagement with training and upskilling for New Zealand workers

Transition

Increase the number of long-term, sustainable horticulture roles for New Zealanders

Innovate

Increase employer's ability to adopt workforce innovations

2021

An industry that is working hard to attract, retain, and grow its future workforce while bearing considerable socio-economic shocks.

Attract

The horticulture industry already has significant attraction initiatives including:

- The Career Progression Manager Network (CPMN) – 10 regionally based people who showcase and coordinate bespoke pathways and initiatives are increasing the number of New Zealanders finding education and employment opportunities in the horticulture industry. This program is a partnership with MBIE, MPI, MSD, and all of hort.
- Digital resources and social media presence under the GoHort brand include free online taster courses, job board, and training directory service.
- Working groups for key target markets are identifying, piloting, reviewing, and nationalising opportunities for attraction efficiently. Primary/Secondary, Vocational, University, Intern/Grad Programs; Communications, Digital Solutions, and Events.
- Product Group initiatives including a variety of taster courses such as the Cultivate your Career series by NZKGI, Handpicked Campaign by SummerfruitNZ, and Schools Recruitment by NZ Apples and Pears respectively are effectively attracting New Zealanders to the sector.

Retain

- Diversity initiatives including Women in Horticulture, Māori Grower Groups, and Young Grower Groups are active and progressing.
- Upskilling and identification of career progression pathways are available through the GoHort Career Progression Manager Network and for each product group.
- Specific leadership courses are offered for supervisors to reduce churn.

2026

A resilient, growing and augmenting industry that prioritises professional development at all levels.

Attract

The horticulture industry is working to attract a diverse range of New Zealanders.

- The Career Progression Manager Network continues to showcase and coordinate pathways and initiatives to increase the number of New Zealanders in the horticulture industry.
- Targeted programs create a sustainable pipeline of New Zealanders into a range of skilled roles in the horticulture industry.
- School curriculum resources are developed for a wide range of subjects to change the perception of horticulture and form the basis for coherent pathways for university and vocational roles.

Retain

- A Workforce Development Managers' Network is active with regionally based people who help employers and training providers achieve best practice through effective, targeted communication, planning and resource assistance, linking in with the CPMN.
- Diversity initiatives are well supported and are advancing the representation of minority groups at higher levels of industry such as management and governance.
- Support and specific capability training are offered to help managers with people management skills to better retain staff.
- Extensive leadership and growth opportunities are offered as part of a cohesive pathway to retain talent.

Grow

- There is a range of suitable and visible reward systems for good employers and exceptional employees.
- Vocational and University level horticultural offerings are fit for purpose for both the student and industry. They are attractive and reputable programs that are work-integrated as required.
- Leadership skills are increasing throughout the horticultural workforce allowing best practice, innovation, and opportunities to be adopted rapidly.

2031+

An agile, skills-based industry that employs a high proportion of qualified New Zealanders in meaningful permanent roles.

Attract

The horticulture industry has effective operations in targeted attraction initiatives including:

- The Career Progression Manager Network effectively coordinates suitable pipelines of New Zealanders to up-skill and enter permanent and meaningful roles in the horticulture industry.
- The perception of horticulture in New Zealand has changed to be largely positive, valued, and of interest as a career.

Retain

- Women, Māori, and other minority groups are increasingly represented proportionately at all levels of the industry. Unconscious biases and lack of representation in upper levels are actively dealt with.
- Employers who have requested support have access to best practice people and capability information and resources including an HR Toolkit, Labour Capacity, and planning, Learning plans for employees, and opportunities for staff to gain leadership skills and roles.
- Increased retention rates can be seen in industry due to the increased people management skills of supervisors.
- Leadership and professional development pathways are clear and being well-utilized.

Grow

- Prospective and current members of the horticultural workforce can access training solutions that are the best fit for them. This includes work integrated, in person, and online offerings at all levels and available in some form to all regions.
- Strong leadership is found throughout the horticulture industry so that new programs and innovations, best practices are readily adopted throughout the workforce.

Transition

- An increase in the proportion of permanent roles relative to seasonal is clear.

2021

Grow

- Members of the horticultural workforce have access to a range of professional development opportunities including further training and leadership programs.
- Lateral career changers are welcomed into the industry through bespoke pathways including taster courses, internships, and graduate programmes.
- Pilot leadership programs such as the GoHort Emerging Leaders Programs and Horticulture Immersion Programs are supporting a new cohort of leaders in the industry.

Transition

- Key barriers to transitioning the horticultural workforce are identified by employers, industry, and government and systematically worked through at a regional, national, and product group level.

Innovate

- Career Progression Managers support the development of technological skills in their attraction and upskilling initiatives. They focus on the 'future' horticulture industry when attracting younger students.
- -Opportunities including conferences, leadership forums, and online spaces are utilized to share innovation information.
- Industry begins work to collaboratively provides a mechanism for technology developers to understand grower and employer needs.

2026

- Educators at all levels of capability development are supported to effectively teach horticulture.
- Diversity initiatives are well supported and are advancing the representation of minority groups at higher levels of industry such as management and governance.
- Support and specific capability training are offered to help managers with people management skills to better retain staff.
- Extensive leadership and growth opportunities are offered as part of a cohesive pathway to retain talent.

2031+

- There is an increase in the proportion of New Zealanders as part of the total horticultural workforce.

Innovate

- Workforce-related technological solutions are readily adopted by employers and employees as they are fit for purpose.
- Employers and their employees have the requisite technological literacy to realise the value proposition of innovations.

An agile, skills-based industry that employs a high proportion of qualified New Zealanders in meaningful permanent roles.



STRATEGIES FOR ACTION

1.1 Work to improve the understanding and perception of work and careers in the horticulture sector

1.2 Promote career opportunities and training and support available in the horticulture sector

1.3 Partnerships with government agencies (e.g. MSD and Corrections) to offer opportunities for job seekers, the youth, solo parents, people with specific health disability needs and those serving community sentence

1.4 Provide effective solutions for employment constraints – access to appropriate accommodation; access to transport; and flexible working conditions

1.5 Improve pay in a sustainable way

2.1 Collate and implement a pan-sector human resources toolkit

2.2 Put effective recognition and rewards systems in place

2.3 Ensure minimum employment standards are in place for all workers and at all worksites

2.4 Improve physical working environments through the use of NZGAP/Global.G.A.P

2.5 Encourage the offering of flexible working conditions where practical

2.6 Support mental wellbeing

2.7 Understand reasons for exiting.

2.8 Engage with Maori, Pasifika, and Asian communities, and women on issues relating to participation, achievement, and progression.

3.1 Promote the value of training to employers and employees.

3.2 Ensure fit-for-purpose training offerings where need exists in partnership with Universities

3.3 Ensure fit-for-purpose training offerings where need exists in partnership with Te Pūkenga, Wāngana, and Private Training Establishments.

3.4 Support informal professional development opportunities, mentorship, network building, and leadership opportunities

3.5 Implement effective industry-led leadership development programmes.

3.6 Create upskilling pathways for educators across the horticulture industry.

4.1 Undertake workforce requirement, composition, capability and capacity planning for the industry, each sector, and employers who chose and update as needed.

4.2 Identify roles suitable for permanent New Zealand workers across businesses to increase capacity

4.3 Define skilled vs unskilled work at the levels of training required to complete skilled work.

4.4 Continue to develop clear pathways for skilled and unskilled staff positions within the Horticulture sector.

4.5 Enable workers to have access to year-round opportunities

4.6 Providing certainty for horticulture businesses that they will be able to meet peak seasonal labour demands by supporting the RSE scheme and the forecast number of workers required

5.1 Identify and promote areas where technology solutions could help remove the need for more manual jobs

5.2 Develop decision-making frameworks for employers to promote, justify and effectively adopt new workforce innovations

5.3 Support employers to access innovation and researcher funding that simultaneously builds technological capability.

Action Plan:

1. **Attract** Increase the number of New Zealanders entering and remaining in the sector

Activity	Description	Measure and evidence	By When / By Who
1.1 Work to improve the understanding and perception of work and careers in the horticulture sector	<p>Extending the impact of existing industry programs and initiatives for the promotion of career opportunities.</p> <p>This is currently achieved through the GoHort Career Progression Manager Network and associated GoHort brand and digital resources.</p> <p>Other Specific Product Group Examples:</p> <ul style="list-style-type: none"> • NZKGI's Cultivate your Career Series • NZAPI's Student Recruitment Campaign with the Principal's Association, MoE and Hastings District Council. • Summerfruit's 'Handpicked' programme with MPI and MSD • Feed your Future Initiative with Massey University, Lincoln University, Dairy NZ, HortNZ, NZAPI, NZKGI to provide student days out, and panels for parents. 	<ul style="list-style-type: none"> • Increased awareness, reach, and impact had on prospective workforce targets • Collaboration between parties with mutual attraction interests can be seen. 	<p>2021 +</p> <p>Employers</p> <p>HortNZ, NZAPI, NZKGI, SummerfruitNZ, MPI – Opportunity Grows Here, eCampusNZ, Massey and Lincoln Universities, Food and Fibre CoVE, Te Pūkenga Subsidiaries, Other Industry Bodies e.g. DairyNZ, Callaghan Innovation, United Fresh, Vegetables.co.NZ</p> <p>MPI, MSD, MoE, TEC, EDA's</p>
1.2 Promote career opportunities and training and support available in the horticulture sector	<p>Same as above</p> <p>Examples also include:</p> <ul style="list-style-type: none"> • NZKGI's Green & Gold book that shares information, worker rights, and opportunities with seasonal kiwifruit staff. • Taster courses offered by NZKGI, NZAPI, HortNZ, and SummerfruitNZ. 	<ul style="list-style-type: none"> • Number of marketing engagements by the Career Progression Manager Network 	<p>2021+</p> <p>Same as above</p>
1.3 Partnerships with government agencies (e.g. MSD and Corrections) to offer opportunities for job seekers, the youth, solo parents, people with specific health disability needs and those serving community sentence	<p>Work with MSD and government departments on recruitment strategies and schemes including:</p> <ul style="list-style-type: none"> • Industry partnerships • Work experience programmes • Programmes to support sole parents, NEETS, and those with specific health or disability needs 	<ul style="list-style-type: none"> • Number of program participants on MSD partnership programs throughout New Zealand • Number placed in permanent roles after program • Number of other government partnerships in play each year. • Number of pan-product-group and pan-industry work syndication partnerships in play each year. • Work experience programs such as taster courses are well advertised and available when practical. • Accommodations are made and specialized programs developed to meet a range of health and disability needs. 	<p>2021- 2031+</p> <p>HortNZ, NZAPI, NZKGI and the GoHort Career Progression Manager Network</p> <p>MSD, MoE, MPI</p>

Action Plan:

1. Attract: Increase the number of New Zealanders entering and remaining in the sector

Activity	Description	Measure and evidence	By When / By Who
1.4 Provide effective solutions for employment constraints – access to appropriate accommodation; access to transport; and flexible working conditions	<ul style="list-style-type: none"> • Provide low cost and simple transport options for people to get to work e.g. free transport from accommodation to orchards/packhouses; ride-sharing options and guided convoys; reimbursing staff for travel time and expenses if travelling between orchards; fuel vouchers for staff. • Flexible working conditions where practical e.g. solo parent programmes to enable job-sharing so that part-time shift work is available; shifts that fit with school hours; and reduced days of work for people who can't work a full week 	<p>Annual report on the provision of accommodation and transport in key sectors (Apples and Kiwifruit)</p> <p>Annual report on the provision of offering of flexible working options in the horticulture industry.</p>	<p>2021-2031</p> <p>Employers</p> <p>NZKGI, HortNZ, SummerfruitNZ</p> <p>MSD</p>
1.5 Improve pay in a sustainable way	<ul style="list-style-type: none"> • Develop a wage and remuneration framework to support employers. • Employers will raise wages to remain competitive. • Wage transparency will be supported by an industry body and product group annual report across respective workforces to ensure wages and piece rates are competitive and fair and reflect skill and experience. 	<p>Industry body and product group annual report indicating aggregate:</p> <ul style="list-style-type: none"> • Wages relative to role, skill, experience, region, and product <p>MPI reporting of workforce numbers and income levels.</p>	<p>2023+</p> <p>Employers</p> <p>HortNZ, NZKGI</p> <p>MPI</p>

Action Plan:

1. Attract: Increase the number of New Zealanders entering and remaining in the sector



Attract Case Study: GoHort Career Progression Manager Network

The GoHort Career Progression Manager Network is a team of ten managers regionally embedded working to attract New Zealanders into the Horticulture Industry. A partnership between Ministry of Business Innovation and Employment, Ministry of Social Development, Ministry for Primary Industries, Horticulture New Zealand, New Zealand Apples and Pears, New Zealand Kiwifruit Growers, Fruit Grower's Charitable Trust, Massey University, Lincoln University, Potatoes New Zealand, Summerfruit New Zealand, Vegetables New Zealand, Otago Polytechnic, and Nelson Winegrowers.

The team is supported by the national GoHort brand and website platform that includes a job board and learning engine. This site has had over 110,000 views since launching in August 2020 with over 32,000 users. Over 270 jobs have been listed on the job board. There have been 841 enrolments and 492 completions of courses in the learning engine.



Figure 5. GoHort Career Progression Manager team and regions

Who we are

A network of 10 managers working across New Zealand to increase the number of people pursuing careers in horticulture, so the industry can continue to grow and prosper

How we work

Our role is to promote career opportunities within the fruit and vegetable industry.

We connect people to our industry, education providers, and government agencies.

We bridge the gap between education, training, and employment.

We promote horticulture careers to New Zealanders by showcasing opportunities in our diverse and vibrant industry.

We help New Zealanders decide on the training that is right for them and work out their career progression pathway.

529 Permanent Placements

4722 Seasonal Placements

1391 Training Placements

248 Apprenticeship Placements

67 Internship

2841 Industry Engagements

4160 Marketing Engagements

Figure 6. Key Performance Indicators of the GoHort Career Progression Manager Network to 31 August 2021.

Action Plan:

1. Attract: Increase the number of New Zealanders entering and remaining in the sector



Attract Case Study: PickNZ Job Board

PickNZ is a Horticulture New Zealand initiative to promote seasonal working in the fruit and vegetable industries.

The main platform PickNZ operates on is the [website](#) where growers can post job vacancies and expressions of interest free of charge

Understanding employers and job seekers benefits

Accommodation	50.40%
Transport	37.70%
Flexi Rosters	18.10%
Bucket/Bin rate Bonuses	34.90%
Social Clubs and Events	24.60%
End of Season Bonuses	16.40%

Figure 7. Job Benefits of Roles on PickNZ

Statistics

88,850
Job Board
Views per
Month

8371
Job Listings

18,212
Users per
Month

10
Regions

Resources

The platform also has resources available to new employers, a starter work guide "Starting Work in Horticulture" under the PickNZ brand. This guide has been generalised for all types of horticultural work including orchard, packhouse, and fieldwork. It covers basic industry info, the types of roles in the industry, pre-employment steps, health and safety, and the next steps to continue a career in the industry.

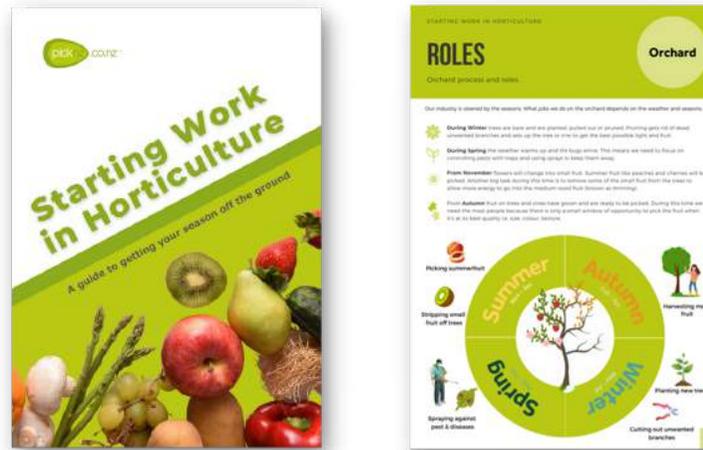
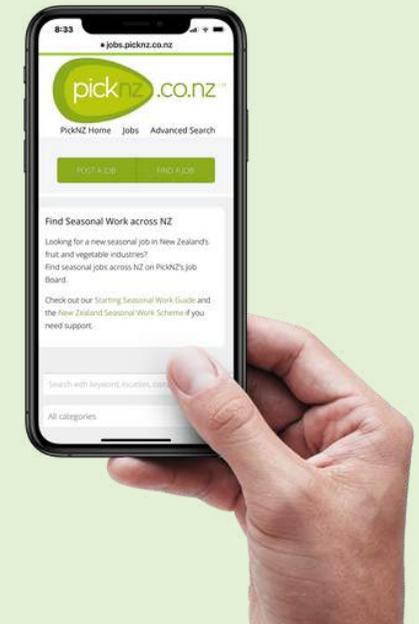


Figure 8. Starting Work in Horticulture



Action Plan:

2. Retain: Improve wages and conditions for all horticulture workers

Activity	Description	Measure and evidence	By When / By Who
2.1 Collate and implement pan-sector human resources toolkit	<p>Compile and document information sheets and templates for best practice human resource management to facilitate a consistent baseline of practice across the industry.</p> <p>The toolkit will include information relating to:</p> <ul style="list-style-type: none"> • Recruitment • Induction • Pay rates and conditions • Performance management • Dismissal and redundancy • Workplace health and safety 	<p>A pan-industry human resources toolkit will be developed and distributed to all growers through industry and product group communication channels both digitally and physically.</p> <p>Workforce Development Managers will work with growers in-person to ensure they are informed of the toolkit.</p>	<p>2022</p> <p>Industry</p> <p>2025</p> <p>Government support is needed to establish Workforce Development Managers to assist with Employer Upskilling</p>
2.2 Put effective recognition and rewards systems in place	<p>Industry awards and recognition systems focused on people, wellbeing, leadership, impact, and capability development are integrated into existing industry award frameworks.</p> <p>Additional frameworks and systems are created if needed.</p>	<p>Awards and achievement in people management, capability development, education, leadership, workforce innovation, wellbeing and community impact are offered and well-communicated.</p> <p>These are used as case studies to share with the industry as part of highlighting best practices through the workforce development managers.</p>	<p>2022</p> <p>Industry</p> <p>MPI</p>
2.3 Ensure minimum employment standards are in place for all workers and at all worksites	<p>Minimum rights and responsibilities as set out in law are upheld for all workers, including:</p> <ul style="list-style-type: none"> • Employment contracts in writing • Minimum hourly wage is paid, even for those on piece-rates • Accurate wage, time and leave records kept • Rest and meal breaks • Annual holidays, public holidays, sick leave, and other leave entitlements and rights • A healthy and safe working environment with proper training, supervision and equipment • A process for resolving employment relationship problems • Pay and employment equity • Freedom from unlawful discrimination and harassment • The right to decide whether to join a union • Trial periods for employers will be less than 20 employers 	<p>100% of workers have written employment agreements that meet legislation requirements.</p> <p>100% of new workers receive employment agreements before starting work.</p> <p>Accurate records of working hours and paid/unpaid rest breaks in accordance with minimum employment standards, including for contact work</p>	<p>2021</p> <p>Government in partnership with industry and to be met by employers</p>

Action Plan:

2. Retain: Improve wages and conditions for all horticulture workers

Activity	Description	Measure and evidence	By When / By Who
2.4 Improve physical working environments through the use of NZGAP/Global.G.A.P	Ensure working environments meet legal requirements for: <ul style="list-style-type: none"> • Agreed working conditions • Physical conditions • Rest breaks • Health and safety considerations • Mental health 	100% of workers have written employment agreements that meet legislation requirements. 100% of new workers receive employment agreements before starting work. Accurate records of working hours and paid/unpaid rest breaks in accordance with minimum employment standards, including for contact work	2021 Government in partnership with industry and to be met by employers
2.5 Encourage the offering of flexible working conditions where practical	Where practical, flexible working conditions are available for people who are unable to work normal hours. Examples include: <ul style="list-style-type: none"> • Solo parent programmes to enable job-sharing so that part-time shift work is available • Shifts that fit with school hours • Reduced days of work for people who can't work a full week 	Annual report on the provision of offering of flexible working options in the horticulture industry. An increase is seen annually.	2021+ Employers NZKGI, HortNZ, SummerfruitNZ MSD
2.6 Support mental wellbeing 2.7 Understand reasons for exiting.	Events, toolkits, resources, and support are provided to employers and employees to support mental wellbeing particularly in times of high stress and crisis. Conduct regular exit interviews at multiple levels and publish aggregate results and recommendations.	Effective wellbeing toolkits are developed and events focusing on mental wellbeing are delivered as needed. Annual 'Why people left Hort' report	2021+ Industry MPI, MSD 2023+ Industry MPI, MSD
2.8 Engage with Maori, Pasifika, and Asian communities, and women on issues relating to participation, achievement, and progression.	Partnering with regional iwi/hapū to support training and employment Examples include: <ul style="list-style-type: none"> • Sharing information and pathways for whānau to careers in horticulture with CPM's regional iwis and Te Puni Kōkiri. • Establishment of the Māori Kiwifruit Grower's Organisation and Māori Representative seat on the NZKGI Forum • Support of Māori initiatives including engaging and supporting groups in their capability initiatives. • Delivering a Māori Horticulture immersion Program • Develop bespoke courses for Women in Horticulture in partnership with the Agri Women's Development Trust • Continuing broad diversity events like the Shaping our Growing Sector Program that highlights Women's issues in Hort. • Supporting regional Women's Horticulture groups. 	Demographic reporting of the Career Progression Managers placements into the industry. Number of bespoke programs developed through both the Career Progression Manager Network, and the proposed Workforce Development Managers Network for Māori Number of events that raise women's issues per year supported by the horticulture industry. Number of regional Women in Hort events conducted per year.	2021+ 2022 2022 Te Puni Kōkiri, Ministry for Pacific Peoples, Ministry for Women

Action Plan:

3. Grow: Increase access to and engagement with training and upskilling for New Zealand workers

Activity	Description	Measure and evidence	By When / By Who
3.1 Promote the value of training to employers and employees.	<ul style="list-style-type: none"> Engage with key training institutions, including tertiary and Polytech, for industry partnership collaboration on course delivery, course promotion, infrastructure availability, on-site content delivery and course content within and in addition to existing Training Packages. 	<p>Online training programmes developed and available.</p> <p>1000+ enrolments by 2023</p> <p>A training resources hub exists on GoHort and is routinely updated and shared with industry.</p>	<p>2021</p> <p>2023</p> <p>2026</p> <p>Industry</p>
3.2 Ensure fit-for-purpose training offerings where need exists in partnership with Universities	<ul style="list-style-type: none"> Advocate for and co-design with universities programs that are appealing to students, are of the highest value for the stage of the individual's 'career progression' and serve industry well. Encourage the use of a range of delivery options including the use of technology and on-the-job learning. Advocate for the implementation of qualifications and programmes that are flexible, targeted, and relevant. Support effective and intentional practical work placements for students in the horticulture industry. Support students in non-hort programs to apply their degree to horticulture and graduate into roles in industry. Support students to pursue postgraduate studies that are of meaningful value to industry. 	<p>Maintain strong relationships with Massey, Waikato and Lincoln Universities and build relationships with other Universities to advocate for horticulture's capability needs.</p> <p>Support universities to engage with employers and industry for curriculum development, guest lectures, field trips, and projects.</p> <p>Employers are supported to host students for practical work through attraction, program assistance, and funding.</p> <p>50+ Students graduating per year from hort degrees</p> <p>20+ Students graduating per year from hort post-grad degrees</p>	<p>2021+</p> <p>Universities Employers Industry</p> <p>TEC, MoE, MPI</p> <p>2026</p>
3.3 Ensure fit-for-purpose training offerings where need exists in partnership with Te Pūkenga, Wāngana, and Private Training Establishments.	<ul style="list-style-type: none"> Collaborate with training service providers, to ensure programmes include the right mix of skills to meet industry needs Promote formal training opportunities amongst employers. Support, foster and encourage apprenticeship and traineeship programs and placements through the Career Progression Manager Network. 	<p>Participate fully in CoVE and the WDC</p> <p>Place 100+ apprentices per year with employers through the Career Progression Manager Network.</p> <p>Continue a strong relationship with PrimaryITO as they transition to Te Pūkenga.</p> <p>Bespoke and correctly targeted programs offered to a range of different audiences including on the job.</p>	<p>WDC, CoVE</p> <p>Industry</p> <p>Te Pūkinga</p> <p>Employers</p> <p>2022+</p>

Action Plan:

3. Grow: Increase access to and engagement with training and upskilling for New Zealand workers

Activity	Description	Measure and evidence	By When / By Who
3.4 Support informal professional development opportunities, mentorship, network building, wellbeing, and leadership opportunities	<ul style="list-style-type: none"> Support informal training initiatives through train the trainer packages for internal training and upskilling, including adult learning principles and a training resources hub on industry websites. Support mental wellbeing initiatives. Support informal opportunities for leadership including technical interest areas, Young Grower, Women in Hort, and Māori Grower groups. 	<p>Supervisory training programs to be routinely offered where and when needed.</p> <p>Mental wellbeing initiatives to be routinely offered where and when needed.</p> <p>Administrative and mentoring support offered to interest and diversity groups to promote leadership opportunities.</p>	<p>2021+ HortNZ, NZAPI</p> <p>2021+ Industry MPI, MSD</p> <p>2022+</p>
3.5 Implement effective industry-led leadership development programmes.	<ul style="list-style-type: none"> Continue support and promote participation in established leadership and development initiatives including the Hort NZ Leadership Program, Horticultural Immersion Programs, Kellogg, Nuffield, and Agri-Women's Development Trust Programs. Facilitate regional and international study exchange and networking opportunities for peer-to-peer learning through the horticulture immersion programs. Promote and support scholarships e.g. Nuffield, Kellogg, Hort NZ Leadership Program, Horticulture Immersion Programs, Hort NZ Scholarships and Conference Scholars Leadership Program, Ahuwhenua Program. Continue the collation, support, and network of the GoHort internship program and extend this to include school leavers and lateral moving tertiary graduates. Identify and work towards filling gaps in the leadership pathway and skill set for industry. 	<p>Report numbers of 'Hort industry' graduates per year through each leadership program. (100+)</p> <p>The continuation of the horticulture immersion programs each year for the most needed groups.</p> <p>Over \$100k in Scholarships are repeatedly offered and awarded based on merit and need with support in the form of professional development, networking, and experiences offered in favour of cash.</p> <p>Number of Hort internships advertised for high schoolers. Number of Hort internships advertised for tertiary students. Number of Hort internships advertised for graduates Number of regional/national events to support the interns/their employers held.</p> <p>Review and compile gap analysis of horticulture leadership development programs and processes to fill identified</p>	<p>2021+ Industry MPI</p>
3.6 Create upskilling pathways for educators across the horticulture industry.	<ul style="list-style-type: none"> Attract, retain, and grow members of the horticulture workforce to become educators for Te Pūkenga Subsidiaries. Support Universities to attract, promote, and upskill lecturers and other teaching professionals in horticulture. Support universities through a range of curriculum and extra-curricular programs, networking opportunities, and mentorship to support secondary school teachers to develop horticultural competency. 	<p>25+ prospective teachers per year are supported by industry with curriculum, networks, exposure to industry, and mentorship.</p>	<p>2022+ Industry</p>

Action Plan:

3. Grow: Increase access to and engagement with training and upskilling for New Zealand workers

Below: Example of a resource showcasing some of the pathways available to New Zealanders to pursue a skilled career in horticulture.



Action Plan:

4. Transition: Increase the number of long-term, sustainable horticulture roles for New Zealanders

Activity	Description	Measure and evidence	By When / By Who
4.1 Undertake workforce requirement, composition, capability and capacity planning for the industry, each sector, and employers who chose and update as needed.	<ul style="list-style-type: none"> Conduct an annual survey of growers' workforce requirements and current composition. Through Workforce Development Managers, offer capability and capacity planning to all growers. 	<p>Annual report on grower's workforce requirement and current composition is published.</p> <p>Capability and capacity planning is offered to all growers.</p>	<p>2022</p> <p>Industry</p> <p>2026</p> <p>Industry with support from MPI, MSD, MBIE</p>
4.2 Identify roles suitable for permanent New Zealand workers across businesses to increase capacity	<ul style="list-style-type: none"> Employers work to make as many roles permanent as economically possible through support from industry and government initiatives. 	<p>Increase in the proportion of permanent roles to seasonal.</p> <p>Increase in the proportion of New Zealanders in the total workforce.</p>	<p>2021-2031</p> <p>Employers with support from Industry</p>
4.3 Define skilled vs unskilled work at the levels of training required to complete skilled work.	<ul style="list-style-type: none"> Define skill levels and match relevant training opportunities and levels to career pathways. Promote skill level and qualification guides through training providers and industry promotion initiatives, including skilled careers promotion toolkit. 	<p>Career pathways and the skill level required throughout the pathway (and corresponding training and development opportunities) are mapped out nationally, regionally, and by-product group.</p> <p>Skill level and qualification guides are promoted effectively.</p>	<p>2022</p> <p>Industry</p>
4.4 Continue to develop clear pathways for skilled and unskilled staff positions within the Horticulture sector.	<ul style="list-style-type: none"> Continue to expand and develop dynamic, non-linear career pathways for skilled and unskilled staff positions within the horticulture industry. Demonstrate entry and exit opportunities for engagement with the horticulture sector across the supply chain. Share and promote dynamic career pathways through a skilled careers promotion toolkit through schools, training providers and other industry stakeholders. 	<p>Provide an effective staircase (involving continued training and support) through to valuable and well-paying permanent employment for starting seasonal roles and through to higher-earning permanent roles for those starting in permanent positions.</p>	<p>2026+</p> <p>Employers</p> <p>Shared and promoted by Industry</p>
4.5 Enable workers to have access to year-round opportunities	<ul style="list-style-type: none"> Develop and showcase opportunities for role syndication such as the www.pickyourpath.nz initiative. Work with government to break down barriers to role syndication. Ensure communication of year-round employment opportunities to workers. 	<p>Government effectively reduces legal barriers to role syndication including potential issues with tax, employment contracts etc.</p> <p>Regional role syndication 'paths' are developed and published. National role syndication 'paths' are developed and published.</p>	<p>2026+</p> <p>Employers with support from Industry and Government</p> <p>MSD, MPI</p>

Action Plan:

4. Transition: Increase the number of long-term, sustainable horticulture roles for New Zealanders

Activity	Description	Measure and evidence	By When / By Who
4.6 Providing certainty for horticulture businesses that they will be able to meet peak seasonal labour demands by supporting the RSE scheme and the forecast number of workers required	<ul style="list-style-type: none">Numbers and mechanisms of RSE Workers clearly communicated by government in consultation with industry.	16,000 RSE Workers are allowed into New Zealand for peak seasonal demand (March 2022). RSE Workers are all vaccinated before returning to the islands.	2021+ Government

Action Plan:

5. Innovate: Increase employer's ability to adopt workforce innovations

Activity	Description	Measure and evidence	By When / By Who
5.1 Identify and promote areas where technology solutions could help remove the need for more manual jobs	<p>Case studies of effective technological innovations automating previously manual roles are shared.</p> <p>Higher-skilled roles now needed due to the increased automation are also highlighted.</p>	<p>New innovations are frequently publicised in industry communication channels and to the public.</p> <p>Opportunities including conferences, leadership forums, and online spaces are utilized to share innovation information</p>	<p>2026</p> <p>Industry</p>
5.2 Develop decision-making frameworks for employers to promote, justify and effectively adopt new workforce innovations	<p>Models and business cases of new workforce innovations are developed and publicised so growers can effectively judge the potential impact on their operation.</p>	<p>Growers the information required to make considered, economically sound decisions on technology investments.</p>	<p>2026</p> <p>HortNZ, VegetablesNZ, NZKGI, NZAPI</p>
5.3 Support employers to access innovation and researcher funding that simultaneously builds technological capability.	<p>Career Progression Managers and Workforce Development Managers support employers and employees respectively to ensure technological literacy.</p> <p>Industry provides a mechanism for technology developers to understand grower and employer needs.</p> <p>Support students to pursue postgraduate studies that are of meaningful value to industry.</p>	<p>Employers and their employees have the requisite digital literacy to realise their value proposition.</p> <p>Workforce-related technological solutions are readily adopted as they are fit for purpose</p> <p>20+ Students graduating per year from hort post-grad degrees.</p>	<p>2026</p> <p>HortNZ, NZAPI, NZKGI</p> <p>MBI, MPI</p> <p>Universities</p>