



Investigation into the feasibility of a joint venture primary industry training hub in the Hawke's Bay

Prepared for Sector Partnerships and Programmes

Ministry for Primary Industries

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1 Executive Summary

The Hawke's Bay Regional Economic Development Strategy and Action Plan (Matariki)¹ was launched in late July 2016. This strategy and plan is the culmination of work by local government, businesses, iwi and hapu, and other organisations and agencies over the previous year. It identifies where parties can work together on realising a range of opportunities for economic growth in the region.

The Ministry for Primary Industries (MPI) has the lead for Action 2.8. *to investigate the feasibility of a joint venture agriculture training hub in Hawke's Bay to maximise opportunities for the local workforce to access employment in agriculture.*

Hawke's Bay is one of New Zealand's rural industry strongholds where over 25% of the workforce is employed in primary industries. In their 2014 investigation into East Coast regional economic potential² Martin Jenkins et al. suggested that the most important economic development issue was 'improving the relatively low-levels of educational attainment and the limited availability, attraction and retention of skills in the study area' (page 3). In primary industries the future workforce demands have been estimated in the 2014 Future Capability Report³. Indicative numbers of new jobs by 2025 are expected to be between 3000 – 4400. This analysis shows the importance in the Hawke's Bay of horticulture, red meat and wool and the growing employment opportunities in primary industry support services. More workers are going to be needed in horticulture, support and sales, factory processes, management skills, mobile plant operations and forestry and wood processing.

For this report tertiary education provision in the Hawke's Bay was investigated from the web sites of training providers and from New Zealand Qualifications Authority (NZQA) information listing organisations receiving funding for tertiary education. Tertiary training is available in the Hawke's Bay in all aspects of the primary industries with the exception of fishing and aquaculture. A summary of this provision is provided in the report and in Appendix B. Partnerships with tertiary providers and industry are in place; ongoing effort is needed to make those partnerships effective.

Twenty five stakeholders, with an interest in a primary industry training hub, were identified using established local networks. Interviews took place with representatives from iwi, primary industry businesses, industry-good bodies for the various sub-sectors of the primary industries, tertiary training providers in the region and government agencies.

From these interviews there is consensus on the need to attract locals to primary industry careers and for a more highly trained workforce to support primary industry growth and productivity in Hawke's Bay. Underpinning the need to grow local skills is the widely recognised need to boost the achievement of Maori learners. Training providers and employers spoke about their investment in this area and some said that they would welcome support to engage with Maori. Engaging with young people to make them aware of the diversity of opportunities in the sector is a priority for all training providers and ITOs.

A range of locally designed initiatives to bring out-of-work locals into jobs, including in the primary industries, is collectively referred to as Project 1000. Interviewees from industry regularly report that the biggest need is for work ready employees. The financial support from the Ministry of Social Development (MSD) offered to businesses to make it possible for them to take on beneficiaries was mentioned as a real incentive to do more. Interviewees sometimes spoke of difficulties but were positive about their ability to work through problems and definite that their understanding of 'what works' was growing. Experience has led to the belief that a tailored approach rather than a one stop shop is better for transitioning unemployed locals into work.

¹ <http://greatthingsgrowhere.co.nz/innovation/matariki-regional-economic-development-strategy-and-action-plan/>

² Richard Paling Consulting, Martin Jenkins, ascari, Crowe Horwath (April 2014) East Coast regional economic potential Final report.

³ Future capability needs for the primary industries in New Zealand, April 2014, Infometrics & Nimmo Bell

Most interviewees could see opportunities for working together more effectively and sharing information, for example to:

- strengthen connections with employers,
- strengthen connections with iwi,
- identify gaps in training provision,
- improve training quality and consistency, and
- build coherence and connection into the training on offer.

The complexity of the tertiary system and the difficulty that prospective students and businesses face in understanding, and then choosing from, what is on offer was widely acknowledged. One tertiary sector interviewee said that their goal was to collaborate, work out respective strengths and provide better outcomes. That said, the backdrop of competition and a perception that, when it comes to tertiary funding, the playing field is not level was also a theme in the interviews.

There was no clear consensus on the purpose of a training hub. The lack of clear purpose and scope was consistently identified as a weakness and sometimes as a threat. Many interviewees were explicit that they did not support the need for a joint venture training hub and thought that the opportunities identified in this report could be pursued via the working relationships that are in place. Iwi expressed the desire to partner with government agencies to design training that works for Maori. Iwi interest in a joint venture came through more explicitly than for any other interviewees.

In agriculture the well-known problems of an aging workforce need attention but a joint venture training hub was not identified as the way forward.

In the pip fruit sector there were some issues with specific skill shortages, for example, fork-lift driving, where industry could work better together to develop solutions. The need for diploma level 5/6 post-harvest training in the Hawke's Bay was a current problem⁴ but once again, a joint venture training hub was not identified as the way forward. Some interviewees from the pip fruit and viticulture sectors expressed an interest in joint venture partnerships with a research focus. These ideas have a place in the Matariki work stream for innovation, productivity and agility but are beyond the scope of this investigation.

In the forestry sector the demand for forestry workers is high but there are significant difficulties in attracting trainees; meeting the requirement to be drug free is a well-known issue. Once again, a joint venture training hub was not regarded as the way forward but there were some strong views that, apart from training done by the larger companies, forestry training is not working well and that greater collaboration on how to tackle workforce development was needed. Both MPI and the TEC Board are interested in what tweaks can be done (without tipping the entire National Qualifications framework on its head) to partner with industry to design and develop a tertiary education and training framework that will provide the skills the forestry sector – and others in the primary sector – are after.⁵

The interviews with stakeholders in the Hawke's Bay have not identified clear support for the idea of setting up a joint venture primary industry training hub. Without clarity of purpose there is no justification for investing more resources in this particular proposal.

There are three areas where collaborative activity, led by MPI, should be considered. The first relates to strengthening the work to grow awareness of primary industry employment opportunities amongst young people.

The second is to bring together stakeholders in forestry (iwi, forestry companies, forestry contractors, Competenz (the ITO for forestry) and training providers) to discuss how to recruit and

⁴ Very recently a Level 5 New Zealand Diploma in Horticulture Production (Level 5) with a strand in post-harvest is started at EIT.

⁵ An engagement meeting has been scheduled for late September.

retain trainees to the sector and connect the Hawke's Bay forestry industry to wider work going on in the area of forestry training.

The third relates to the 12th July announcement of the Youth Employment Pathways/He Poutama Rangatahi Strategy. He Poutama Rangatahi aims to support regions and communities help young people at risk of long term unemployment develop the skills they need to find and hold a job. The Hawke's Bay is one of the priority areas for this work. MPI should support this initiative by working with local stakeholders to connect the dots between iwi aspirations for rangatahi, the need for strong supportive pastoral care alongside training and for clearly defined pathways to employment in the primary sector.

It is recommended that:

- a. A joint venture training hub for primary industries is not pursued for the Hawke's Bay as there is not a clear mandate for this proposal from local stakeholders.
- b. MPI should continue to support the school sector in Hawke's Bay to grow awareness of primary industry career opportunities, through curriculum resources etc.
- c. MPI should continue to work with the Tertiary Education Commission (TEC) and others (industry bodies, EIT, Primary ITO, Primary Industry Capability Alliance <http://www.growingnz.org.nz/>) to improve the clarity and accuracy of information about primary industry training pathways on offer in the Hawke's Bay.
- d. MPI should request that a forestry theme in the Hawke's Bay should be considered for a GrowingNZ innovation challenge <http://youngenterprise.org.nz/find-resources/growingnz-innovation-challenge/> for use in secondary schools.
- e. MPI should facilitate a workshop with a wide range of forestry sector stakeholders to consider options for growing recruitment into training for the forestry sector and to identify a leadership group to take suggestions forward.⁶
- f. MPI should continue working with iwi and other local stakeholders to expand employment in the primary sector for at risk rangatahi through Youth Employment Pathways/He Poutama Rangatahi. This work should build on successful locally developed approaches that include strong pastoral support.

⁶ This work should be connected to the TEC/MPI Primary Sector Engagement work in progress.

2 Background

2.1 MATARIKI ACTION 2.8

The Hawke's Bay Regional Economic Development Strategy and Action Plan (Matariki)⁷ was launched in late July 2016. This strategy and plan is the culmination of work by local government, businesses, iwi and hapu, and other organisations and agencies over the previous year. It identifies where parties can work together on realising a range of opportunities for economic growth in the region.

One area of work identified in the plan is to 'improve pathways to and through employment' – essentially training people to equip them for the current and projected employment demands of industries and businesses in the Hawke's Bay region. The specific growth goal in the strategy is:

Project 1000: a government supported action to facilitate 1,000 additional jobs for local people over three years particularly in horticulture, viticulture, manufacturing, infrastructure and food and beverage industries.

Eight actions have been identified which are designed to support the Project 1000 goal. One of these actions has the Ministry for Primary Industries (MPI) as the lead:

2.8. Investigate the feasibility of a joint venture agriculture training hub in Hawke's Bay to maximise opportunities for the local workforce to access employment in agriculture.

2.2 SCOPING ACTIVITIES

MPI carried out the initial scoping work for action 2.8 during late 2016. At a meeting attended by representatives from iwi, MPI, the Ministry for Social Development (MSD), Te Puni Kōkiri (TPK) and Eastern Institute of Technology (EIT) on 13 October 2016 the question of whether the scope should be solely agriculture was considered and agreement was reached to broaden the scope to Primary Industries more generally. This broader approach was agreed by the Matariki Board in January 2017.

3 Future labour force requirements

This section summarises the most recent information available on the future labour force requirements in the primary industries generally and in horticulture, agriculture, and forestry in the Hawke's Bay.

3.1 PRIMARY INDUSTRY EMPLOYMENT

In 2014 MPI, Beef and Lamb NZ and Dairy NZ commissioned Infometrics and Nimmo Bell⁸ to assess the future capability needs for the primary industries in New Zealand (referred to as the Future Capability Report). This analysis provides useful regional workforce forecasts based on two scenarios: business as usual and industry based growth strategies. The high level themes from industry growth strategies point to increasing demand for more highly skilled (degree qualified) workers especially in support services. These include product development, marketing, customer relationships, packaging, logistics, technology and automation, people management and precision agriculture.

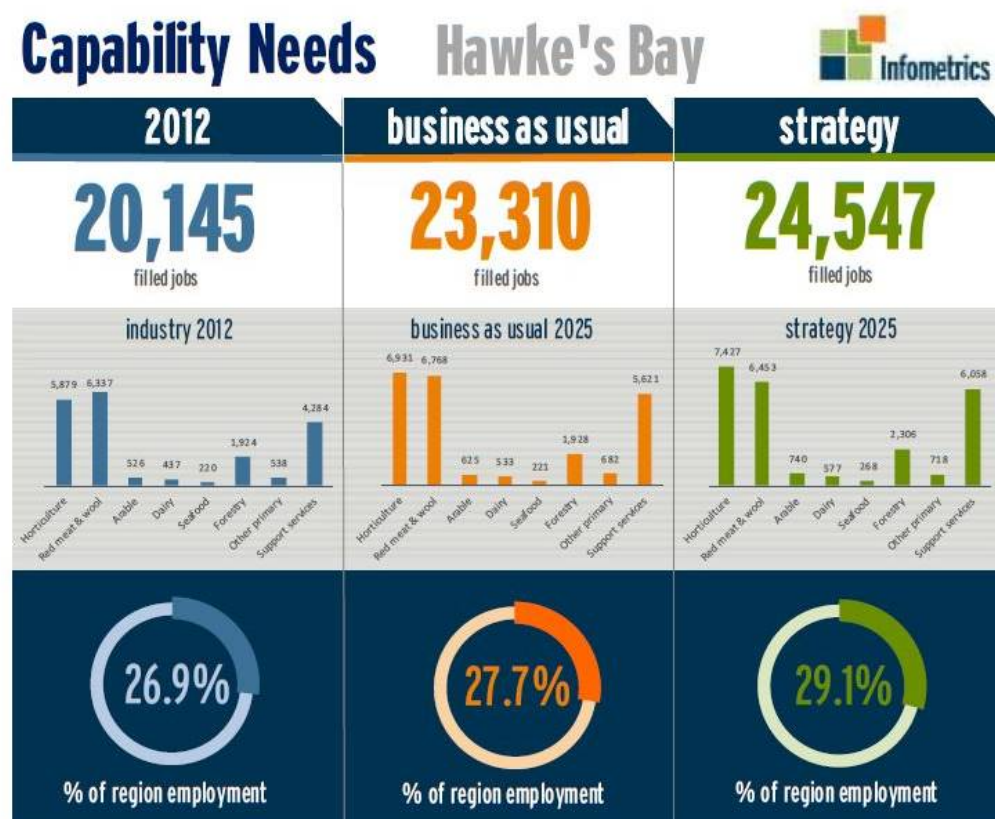
⁷ <http://greatthingsgrowhere.co.nz/innovation/matariki-regional-economic-development-strategy-and-action-plan/>

⁸ Future capability needs for the primary industries in New Zealand, April 2014, Infometrics & Nimmo Bell
<https://www.mpi.govt.nz/funding-and-programmes/other-programmes/future-skills/>

Little impact (nationally) is expected on numbers of jobs for those employed directly in production. Hawke's Bay is one of New Zealand's rural industry strongholds where over 25% of the workforce is employed in primary industries. The infographic for the Hawke's Bay below shows the indicative numbers of new jobs by 2025 are expected to be between 3000 – 4400. This analysis shows the importance in Hawke's Bay of horticulture, red meat and wool and the growing employment opportunities in primary industry support services. More workers are going to be needed in horticulture, support and sales workers, factory process workers, management skills, mobile plant operators and forestry and wood processing workers.

Future capability needs for primary industries - April 2014

Hawke's Bay



change in job count 2012-2025:

Job growth in the Hawke's Bay is expected most in: **New jobs by 2025 by occupation**

- * Support services
- * Horticulture
- * Red meat and wool

Hawke's Bay will require more:

- * Farmers and farm workers, particularly in horticulture
- * Support and sales workers
- * Factory process workers
- * Management skills
- * Mobile plant operators
- * Forestry and wood processing workers



3.2 HORTICULTURE EMPLOYMENT

Close monitoring of the horticulture workforce takes place to inform decision making on the numbers of workers that are required via the Recognised Seasonal Employer Scheme. In 2016 the NZIER was commissioned to produce a labour market forecast for peak seasonal worker requirements. The report, published in September 2016⁹, suggests that currently around 1,130 more workers in Hawke's Bay would be hired in the horticulture and viticulture industries during the peak harvest period if they were available. This shortfall is expected to increase to over 3,000 by 2022 with a deficit of over 2,500 workers during the peak harvest period of March and April in the pip fruit industry alone.

In response, the Hawke's Bay horticulture sector is working with partners including iwi, training providers and government agencies on initiatives to train and place local people into permanent horticultural jobs. Project Hua is an example of this collaboration:

Project Hua in Hawke's Bay is focused on placing 540 additional local people into the sector over the next three years. This includes placing 300 beneficiaries (made up of seasonal, temporary and permanent roles) and 200 rangatahi (young people) into sustainable jobs. Project Hua is led by Ngati Kahungunu, in collaboration with the Crown and large horticulture employers, as well as Pipfruit NZ. It is linking employers seeking to fill permanent jobs with whanau, predominantly rangatahi, via tailored recruitment, design and delivery of training, work experience, placement into work and pastoral support. (<http://www.hortnz.co.nz/news-events-and-media/mikes-blog/jobs-for-kiwis/>).

3.3 AGRICULTURE EMPLOYMENT

The Future Capability Report indicates that (nationally) the overall numbers of workers needed for the red meat and wool sector is expected to decline. The activity areas where highest employment growth is expected are sheep-beef cattle farming, meat processing; and meat wholesaling.

Despite declining numbers overall, meeting the growth strategy targets for red meat and wool requires an increase in the workforce skill level¹⁰. In addition, over the next 10 years over 50% of sheep and beef farms will be changing hands¹¹. With the aging population of pastoral farmers it is becoming more pressing to attract new entrants to the sector either as employees or owners.

There are a number of programmes (e.g. Red Meat Profit Partnership and Dairy NZ, Talent Central) that aim to increase the number of motivated and high achieving young entrants to the industry. In the Hawke's Bay agricultural training providers like Taratahi are increasing their activities in schools, for example, via partnerships with the Hawke's Bay Schools Trades Academy, with the objective of attracting more young people to the industry.

3.4 FORESTRY EMPLOYMENT

Wood harvesting is a growth industry in the northern Hawke's Bay. The wood harvest activity in the region is forecasted to nearly double¹² (2.3M m³ tonnes in 2016 to 4.3M m³ by 2022 – through to 2034). There will be a need for additional labour to meet this demand. Newspaper articles in the Gisborne Herald in June 2017 draw attention to the need for 'about 100 extra logging workers a year'¹³ and the need to challenge the perceptions that the conditions are unsafe. The editorial

⁹ Horticulture and viticulture labour market forecasts. Kiwifruit Pipfruit, Summerfruit and Wine grapes. September 2016, NZIER report to MBIE, Appendix B, Table 28: Worker shortfall by year, crop and region

¹⁰ Future capability needs for the primary industries in New Zealand, April 2014, Infometrics & Nimmo Bell (page 68)

¹¹ Red Meat Profit Partnership, a project funded through MPI's Primary Growth Partnership

¹² The Future of Plantation Forestry in the Takitimu Region. March 2011, Pöyry.

¹³ Gisborne Herald Editorial, 24 June 2017

makes the case for 'strategic leadership at all levels to match young people with this growing job opportunity'.

While a National Certificate in Forest Harvesting Operations based in Gisborne is on offer from the Eastern Institute of Technology, difficulties in recruiting and retaining trainees were reported during this investigation.

3.5 SKILLS AND CAPABILITY

In their 2014 investigation into East Coast regional economic potential¹⁴ Martin Jenkins et al. suggest that the most important economic development issue is 'improving the relatively low-levels of educational attainment and the limited availability, attraction and retention of skills in the study area'.

The Future Capability Report¹⁵ also stresses the need to improve skill levels across the board in the primary industries:

'The modelling suggests there is an increasing demand for more people in occupations with higher qualifications, especially for professional degrees in fields of specialisation aligned with the value chain, including areas such as integrated farms systems. It is also very clear that we need to increase the skill level across the board. This means that even roles that have traditionally not required formal qualifications will increasingly need greater skills and an increased demand for on-the-job and professional training.' (Page 6).

MPI supports specific areas of capability development in primary industries. In 2016/17 activities are focussed on:¹⁶

- maintaining the momentum in increasing student and public understanding of the primary industries and the career opportunities within them;
- growing primary industry leaders and strengthening the role of women in the primary industries;
- working alongside industry to lift people management capability;
- exploring the value industry currently sees in qualifications and how to strengthen this by working with the tertiary education sector; and
- addressing critical skill gaps, such as farm system expertise and precision agriculture, through our funds, grants and other specific initiatives.

The Champions initiative is aimed at increasing the general public's awareness of primary industries through videos showcasing the work 'everyday champions'. One of these video features a team leader working in wood processing at Junken New Zealand (a forestry company based in Gisborne) talking about his role. The Enterprising Primary Industries Careers (EPIC) challenge is an example of enhancing the information available to students and teachers on primary industry careers. It has a focus on year 10 in secondary school.

MPI have recently begun monitoring how the primary industry workforce is changing over time and providing regional analysis (see <https://www.mpi.govt.nz/funding-and-programmes/other-programmes/future-skills/>).

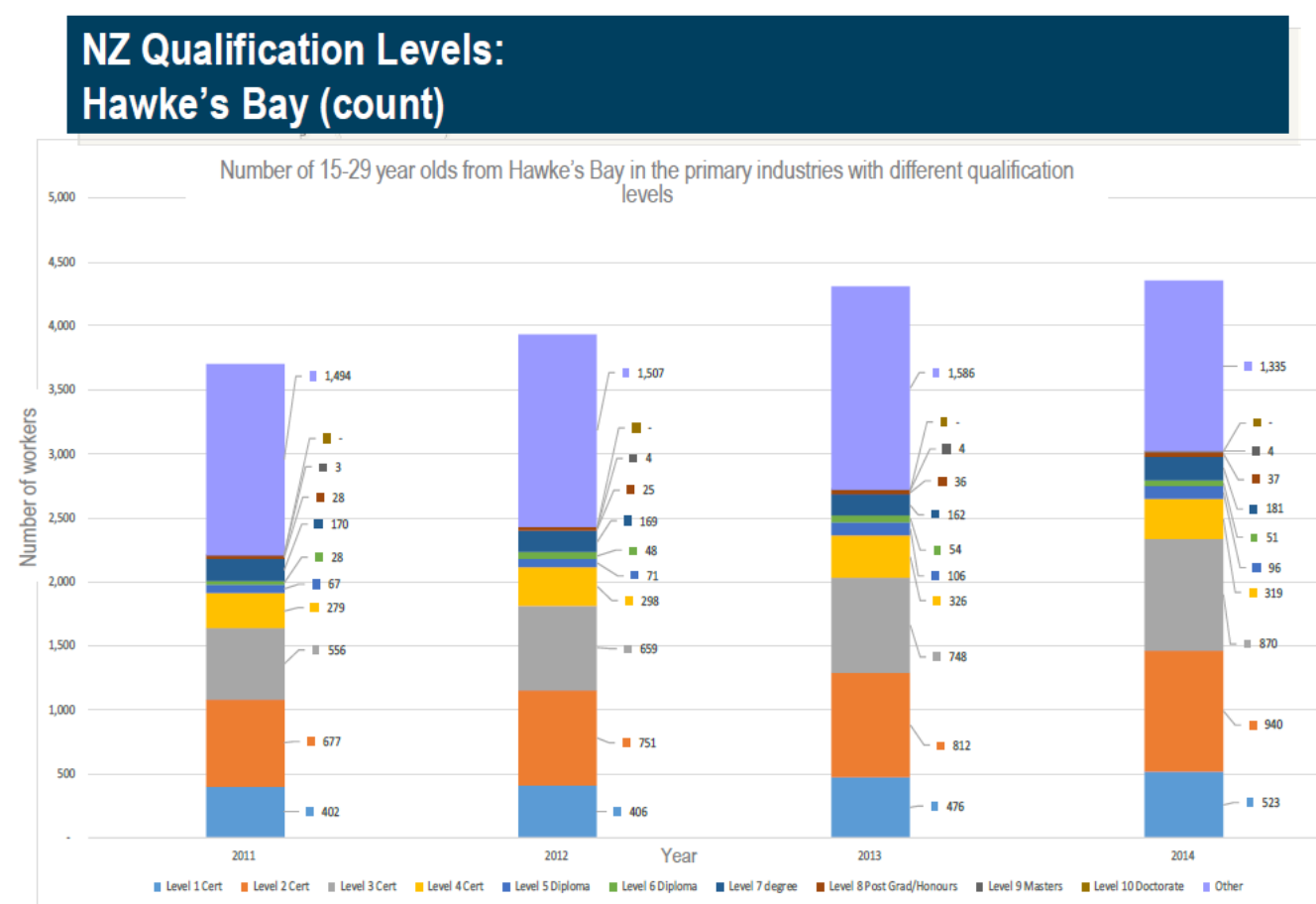
The methodology focuses on the 15-29 year age group and uses the Integrated Data Infrastructure (IDI), managed by Statistics New Zealand for research purposes. The time series from 2011 to 2014 is shown below. This data shows that while the numbers working in primary industries in the Hawke's

¹⁴ Richard Paling Consulting, Martin Jenkins, ascari, Crowe Horwath (April 2014) East Coast regional economic potential Final report, page 3.

¹⁵ Future capability needs for the primary industries in New Zealand, April 2014, Infometrics & Nimmo Bell (page 6).

¹⁶ Briefing for Incoming Ministers 2017 – Primary Industry Skills Programme <https://www.mpi.govt.nz/document-vault/16381>

Bay is growing, those qualified at levels 5 and 6 (Diploma level on the NZQA framework) are static at around 150 people¹⁷.



4 The feasibility of a joint venture primary industry training hub

4.1 APPROACH

The approach taken for this investigation was to review tertiary education provision in the Hawke's Bay and to interview stakeholders about the possibility of establishing a joint venture primary industry training hub.

The tertiary education review was a desktop exercise using the web sites of training providers and New Zealand Qualifications Authority (NZQA) information on organisations receiving funding for tertiary education.

Twenty-five stakeholders with an interest in a primary industry training hub were identified using established local networks and interviewed for 30-60 minutes either face to face or on the phone. Iwi, primary industry businesses, peak bodies for the various sub-sectors of the primary industries and tertiary training providers in the region were interviewed. A list of the individuals interviewed is attached in Appendix A.

Interviews covered a set of questions designed to identify perceived gaps in workforce skill and capacity and also a SWOT (Strengths, weaknesses, opportunities and threats) analysis in relation to the possibility of a joint venture to establish a primary industry training hub.

¹⁷ Other is due to a mix of no data, no qualifications, or overseas qualification. With improvements to data quality this category has been declining.

4.2 TERTIARY EDUCATION IN THE PRIMARY SECTOR IN THE HAWKE'S BAY

From information available on-line, tertiary training is available in the Hawke's Bay in all aspects of the primary industries with the exception of fishing and aquaculture.

The regional polytechnic is the Eastern Institute of Technology (EIT). Agriculture and related studies make up 13.3% of the courses offered at EIT¹⁸ - A list of these courses is available in Appendix C. Maori student participation (46% of enrolments) is one of the highest in the tertiary sector but course completions (72%) and qualification completions (61%) for Maori are slightly lower than the rates achieved across the polytechnic sector generally. The EIT investment plan for 2017-2019 outlines a strategy for boosting Maori achievement and makes explicit linkages to the Matariki Action Plan: 'the region is looking for more innovative solutions that deliver a co-ordinated supply chain from training to employment'.¹⁹

Private Training Providers (for example, Taratahi for agriculture and apiculture and Turanga Ararau for forestry, horticulture and apiculture) also offer qualifications approved by NZQA.

Industry Training Organisations (Primary ITO for agriculture, horticulture, dairy etc. and Competenz for forestry) are strongly represented in the Hawke's Bay for facilitating on-the-job training towards recognised qualifications. Reviews of the nationally recognised qualifications supported by ITOs have recently been completed with TEC. In the forestry sector there are some issues to resolve for the course provision for forestry apprentices.

Maori and Pasifika Trades Training is offered by the Te Ara o Tākitimu consortia leads; EIT and Ngati Kahangunu Iwi Inc (since 2016).

Businesses and students have choices about the training provider they will engage/enrol with. The ITOs partner with Private Training Providers and with EIT to offer training. These partnerships change over time as ITOs seek to match business expectations for flexibility and quality. For example, in 2015 the Primary ITO formed a partnership with Fruition for Horticulture training.

Provision of degree level courses is limited in the Hawke's Bay with the notable exception of the highly regarded courses in Viticulture at EIT. For the primary industries most training provision is at levels 1-4 with very little diploma level training currently on offer. Very recently a Level 5 New Zealand Diploma in Horticulture Production (Level 5), with a strand in post-harvest, has started at EIT.

A list of the range of tertiary providers offering face-to-face or distance learning in the Hawke's Bay is available in Appendix B.

4.3 SUMMARY OF STAKEHOLDER INTERVIEWS

Interviews with twenty five stakeholders took place between early May and August 2017. Interview notes were reviewed by each interviewee and are held by MPI for reference purposes. The draft report was sent to all interviewees for feedback. Key points from the interviews are summarised below.

4.3.1 What is the purpose of a primary industry training hub (the training hub)?

The lack of clear consensus on the purpose of the hub was mentioned in most interviews. There was also agreement that a clear call to action is required from industry, and with deep industry involvement and backing, before the idea is taken forward. Industry views were mixed. Some were strongly negative. Others mildly interested. None were assertively positive about the need for a training hub for any of the primary sectors. There were very definite views from some that

¹⁸ Tertiary Education performance Report 2014, Tertiary Education Commission.

¹⁹ Investment Plan 2017-2019, Eastern Institute of Technology, page 17

EIT meets the needs of a hub. There was also a view that having everything set up for training on one orchard would have some advantages.

More than one interviewee suggested that co-ordination and/or consistency could be the main objective so that tertiary provision for each of the primary industries is a coherent, high quality package. From an iwi perspective better co-ordination is needed to make the training that is available more visible and connected to iwi. The growing Maori population and the imperative to make the tertiary system work with, and for, Maori so that Maori can move up from low paid, labour intensive work came through in a number of interviews.

The complexity of the tertiary sector was frequently mentioned. Finding out what is on offer and working out what is the best fit for clients is difficult due to the range of tertiary providers each offering the same qualifications (for example, polytechnics compared to private training providers). This led to speculation that collaboration to clarify training pathways could be the purpose of a hub.

4.3.2 Where are the gaps in primary industry training provision?

The need to attract more talented, hard-working young people to train for work in the primary industries (and in particular in horticulture, forestry and the red meat sector) was widely acknowledged.

Horticulture is recognised as being the most rapidly growing local primary industry with increasing needs for a more highly trained workforce. From the point of view of training providers the training provision gap needs to be clarified to justify considering a joint venture. There was general agreement that the 'framework for horticulture courses is well developed and training at levels 2-3 work ok'.

The need for horticulture courses at levels 5 and 6 is also acknowledged and there is work underway to address these needs. From the point of view of some in the pip fruit sector, a tertiary training hub would enable rethinking the delivery of higher level training in the industry so that it is industry led, delivered by industry experts, linked to research and to the NZQA framework. The rationale is that greater industry involvement and oversight would meet expectations for training quality. There was also suggestion that there is market failure in the training sector for the pip fruit industry as courses developed by the Primary ITO as part of the review of qualifications are not yet available and suitable qualified staff to deliver this training are not in employment with training providers²⁰.

In forestry some sectors of the industry are satisfied with their access to trained workers, while others are very concerned about recruitment and retention to this sector and want to work together to consider how to attract suitable trainees.

4.3.3 Who might be involved?

Iwi want to be involved in any joint venture and in co-designing the programmes, the funding mechanisms and the gateways to training. The need for industry leadership along with involvement of the Industry Training Organisations and the tertiary providers was generally acknowledged. EIT would want to bring its expertise and be a first port of call in any tertiary education initiatives in the Bay. The Ministry for Social Development identified itself as an organisation with a support role.

²⁰ Note that a Level 5 New Zealand Diploma in Horticulture Production (Level 5) with a strand in post-harvest is now on offer from EIT.

4.3.4 How would a training hub work?

There were very few comments on this question, possibly because most people thought the purpose was not yet clear enough. There was no mention of the need for a physical hub and a few suggested that the concept was for a virtual campus.

4.3.5 Strengths

- a. **Massive opportunities in Hawke's Bay for viticulture and horticulture:** the region is a centre of excellence from entry level through to business leadership and technical innovation.
- b. **Primary industry people:** they are a huge source of untapped knowledge and experience and should be more easily able to be involved in the training process.
- c. **The support of businesses that support primary industry businesses:** e.g. banks and stock agents.
- d. **Training could also link with research:** e.g. from the Plant and Food Crown Research Institute and from Massey University.
- e. **Local tertiary provision:** EIT can bring its strength in tertiary education in primary industries and tertiary education more generally to the table.
- f. **A direct partnership with iwi:** a potential strength for co-design/re-design of training delivery with the tertiary Education Commission, MPI and the Ministry for Business Innovation and Employment.
- g. **Partnership:** is, in and of itself, a strength.
- h. **Maori businesses:** are here to stay.

4.3.6 Weaknesses

- a. **Unclear purpose:** lack of visibility/clarity of the vision, purpose or demand for this joint venture proposal.
- b. **Unclear scope:** a joint venture across the primary industries for training is not a 'natural point of collaboration'. It is difficult to get consensus on where to focus if the full spectrum of primary industries is in scope.
- c. **Increased complexity:** any initiative that adds complexity to the range of training provision would be a weakness.
- d. **Competition:** industries are in competition for quality staff. Competition between training providers in the education sector is a barrier to developing training that really works for industry. Fiefdoms will need to be overcome.
- e. **Unclear processes:** engagement with each other – how to do this effectively? Strong egos can dominate and undermine buy-in. Perceptions and misperceptions of the different stakeholders that would be involved.
- f. **Time and expense:** the expense of setting up a new entity. Time and overheads for governance activities.

- g. **Role of government:** the middle tier of government agencies tend to be risk averse and reluctant to support iwi autonomy.
- h. **Geography:** training needs to service a wide geography – question of how/whether a physical hub can do that.

4.3.7 Opportunities

- a. **Specific sectors:** focus on horticulture and viticulture due to these being regional strengths. Focus on forestry as demand for trained workers is high and growing. Aquaculture and Fisheries are areas of opportunity for iwi, as is greater iwi involvement in the wine industry. Joint initiatives in environmental sustainability and biosecurity could be valuable.
- b. **Industry/tertiary collaboration:** E.g. could serve to strengthen relationships between EIT and the wine sector offering the ability to provide work experience during training, link graduates with jobs and develop graduate internships and to carry out more research that can be shared across the Hawke's Bay. Foster innovation. Grow adoption of new technologies. Strengthen industry/training collaboration in forestry.
- c. **Use of iwi assets:** Hapu/iwi land assets and private Maori Trust land could be connected to training ventures. Ngati Kahungunu stretches from Wairoa to Wairarapa – the primary industry opportunities are broad ranging. Opportunity to develop a Maori learning hub.
- d. **A hapu/iwi training delivery model:** Whakawhanaungatanga approach. Relationships are at the heart of training design. Iwi can bring strength to training design. The 'rules' underpinning the current training delivery model would be more visible to iwi and to others. A whenua kura along the lines of what Ngai Tahu have developed for dairy could be considered. The demographics for the Hawke's Bay are moving towards a 60% Maori population.
- e. **Meet workforce needs:** In the pip fruit sector - responding to the demand for trained seasonal labour and for supervisors, management, warehousing and logistics. To define what industry want/need for their workforce through an employment lifecycle. To develop supervisory skills and capacity. Opportunity to bring a higher level of knowledge and expertise to the primary industry workforce. In forestry, demand for trained, drug-free workers is high.
- i. **Improve quality:** To share best practice in creating pathways to careers and build on trials that are working. Opportunity to work out how best to deliver training in the primary industry sector. Can hold training providers to account. Some efficiencies might be possible for entry level skill development – higher standards with lower costs.
- j. **Share information and accountability:** define gaps in collaboration and plan for how to close those gaps. Opportunity to understand how to help each other in the primary sector e.g. by sharing marketing strategies. Cross-pollination – sharing information across primary industries could be valuable. To take initiative/be responsive and develop a culture of shared responsibility for outcomes.
- f. **Smoother communication:** A one-stop-shop for industry to access information on training provision. A vehicle to grow the understanding of primary industry careers.
- g. **Training development:** a vehicle to develop/implement individualised pathways that include industry based training and university based pathways that 'dove tail'.
- h. **A focus on specific skill gaps:** for example, driver licensing, literacy and numeracy, fork-lift driving, pruning.
- i. **Reduce unemployment:** collaboration with MSD to reduce the numbers falling into the gaps between school and training/work. This group is sometimes referred to as NEET (not in employment, education or training). To see job seekers as 'people' rather than 'WINZ people'. More work is needed to provide pastoral support and health services to bring the unemployed into the workforce.

- j. **Joint funding applications:** e.g. to TEC for funding for training relevant to local need.
- k. **Online delivery:** to reach off-shore students.

4.3.8 Threats

- a. **Unclear purpose:** lack of a clear need/purpose/call to action is a threat to success.
- b. **Change:** e.g. in markets, business cycles and the weather. Change – e.g. to personnel and their roles impacting on commitments, relationships and networks.
- c. **Inflexibility:** being locked in via joint agreements. Losing flexibility and the ability to be nimble in responding to training pathway needs.
- d. **Accountability:** diffuse accountabilities. Partnership principles may not be upheld and maintained. Partners may dis-engage/walk away in frustration. Lack of balanced in contributions from different organisations.
- e. **Inclusivity:** not including all interested parties.
- f. **Duplication:** of training delivery – a joint venture would need to bolster what is on offer rather than bring competition into a small market.
- g. **Tertiary market:** could impact on market share of the training providers in the region. Tertiary providers don't always stay in business.
- h. **Bureaucracy:** rules about who can deliver what training to whom for what qualifications/credits can be a barrier. Bureaucratic rules and processes can stand in the way of good ideas and actions.

4.3.9 Summary

From these interviews there is consensus on the need to attract locals to primary industry careers and for a more highly trained workforce to support primary industry growth and productivity in Hawke's Bay. Underpinning the need to grow local skills is the widely recognised need to boost the achievement of Maori learners. Training providers and employers spoke about their investment in this area and some said that they would welcome support to engage with Maori. Engaging with young people (via a range of school based programmes like Trades Academies and Secondary/Tertiary alignment activities) to make them aware of the diversity of opportunities in the sector is a priority for all training providers and ITOs. Interestingly, demand for level 2 qualifications in Apiculture is now being satisfied by the school sector.

Project 1000 is focussed on bringing out-of-work locals into jobs including primary industry and from interview comments the understanding of 'what works' in this space is growing. Interviewees from industry regularly report that the biggest need is for work ready employees. The financial support offered to businesses to make it possible for them to take on beneficiaries was mentioned as a real incentive to do more. Interviewees sometimes spoke of difficulties but were positive about their ability to work through problems. Experience has led to the belief that a tailored approach rather than a one stop shop is better for transitioning unemployed locals into work.

Most interviewees could see opportunities for working together more effectively and sharing information to:

- strengthen connections with employers,
- strengthen connections with iwi,
- identify gaps in training provision,

- improve training quality and consistency, and
- build coherence and connection into the training on offer.

The complexity of the tertiary system and the difficulty that prospective students and businesses face in understanding, and then choosing from, what is on offer was widely acknowledged. One tertiary sector interviewee said that their goal is to collaborate, work out respective strengths and provide better outcomes. That said, the backdrop of competition and a perception that when it comes to tertiary funding the playing field is not level was also a theme in the interviews.

There was no clear consensus on the purpose of training hub. The lack of clear purpose and scope was consistently identified as a weakness and a threat. Many interviewees were explicit that they did not support the need for a joint venture training hub and thought that the opportunities identified in this report could be pursued via the working relationships that are in place. Iwi expressed the desire to partner with government agencies to design training that works for Maori. Iwi interest in a joint venture came through more explicitly than for any other interviewees.

In agriculture there is consensus that the well-known problem of an aging workforce needs attention but a joint venture training hub was not identified as the way forward.

In the pip fruit sector there are some issues with specific skill shortages, for example, fork-lift driving, where industry could work better together to develop solutions. The need for diploma level 5/6 post-harvest training in Hawke's Bay was mentioned as a current problem but, once again, a joint venture training hub was not identified as the way forward. Very recently a Level 5 New Zealand Diploma in Horticulture Production (Level 5) with a strand in post-harvest has started at EIT. Some interviewees from the pip fruit and viticulture sectors expressed an interest in joint venture partnerships with a research focus. These ideas have a place in the Matariki work stream for innovation, productivity and agility but are beyond the scope of this investigation.

In the forestry sector the demand for forestry workers is high but there are significant difficulties in attracting trainees; meeting the requirement to be drug free is a well-known issue. Once again, a joint venture training hub was not regarded as the way forward but there were some strong views that, apart from training done by the larger companies, forestry training is not working well and that greater collaboration on how to tackle workforce development is needed.

5 Recommendations

The interviews with stakeholders in the Hawke's Bay have not identified clear support for the idea of setting up a joint venture primary industry training hub. Without clarity of purpose there is no justification for investing more resources in this particular proposal.

There are three areas where collaborative activity, led by MPI, should be considered. The first relates to strengthening the work to grow awareness of primary industry employment opportunities amongst young people.

The second is to bring together stakeholders in forestry (iwi, forestry companies, forestry contractors, Competenz (the ITO for forestry) and training providers) to discuss how to recruit and retain trainees to the sector and connect the Hawke's Bay forestry industry to wider work going on in the area of forestry training.

The third relates to the 12 July announcement of the Youth Employment Pathways/He Poutama Rangatahi Strategy. He Poutama Rangatahi aims to support regions and communities help young people at risk of long term unemployment develop the skills they need to find and hold a job. The Hawke's Bay is one of the priority areas for this work. MPI should support this initiative by working with local stakeholders to connect the dots between iwi aspirations for rangatahi, the need for strong supportive pastoral care alongside training and for clearly defined pathways to employment in the primary sector.

It is recommended that:

- a. A joint venture training hub for primary industries is not pursued for the Hawke's Bay as there is not a clear mandate for this proposal from local stakeholders.
- b. MPI should continue to support the school sector in Hawke's Bay to grow awareness of primary industry career opportunities, through curriculum resources etc.
- c. MPI should continue to work with the Tertiary Education Commission (TEC) and others (industry bodies, EIT, Primary ITO, Primary Industry Capability Alliance <http://www.growingnz.org.nz/>) to improve the clarity and accuracy of information about primary industry training pathways on offer in the Hawke's Bay.
- d. MPI should request that a forestry theme in the Hawke's Bay should be considered for a GrowingNZ innovation challenge <http://youngenterprise.org.nz/find-resources/growingnz-innovation-challenge/> for use in secondary schools.
- e. MPI should facilitate a workshop with a wide range of forestry sector stakeholders to consider options for growing recruitment into training for the forestry sector and to identify a leadership group to take suggestions forward.²¹
- f. MPI should continue working with iwi and other local stakeholders to expand employment in the primary sector for at risk rangatahi through Youth Employment Pathways/He Poutama Rangatahi. This work should build on successful locally developed approaches that include strong pastoral support.

²¹ This work should be connected to the TEC/MPI Primary Sector Engagement work in progress.

6 Appendix A: Stakeholder List

Name	Email	Organisation	Role	Meeting Date
Mark Harris	Mark.Harris@beeflambnz.com	Beef and Lamb NZ	Extension Manager	May 16th
Vikki Garrett	VikkiG@bostock.nz	Bostock	Labour Development & Resource Manager	July 20th , by phone
Cliff Stoddart	c.stoddart@competenz.org.nz	Competenz	Account Manager, Central North Island, Hawkes Bay and Gisborne	June 30th
Robert Scurr	robert.sharyn.scurr@xtra.co.nz	D G Glenn	Forestry Contractor	17th July, by phone
Mark Oldershaw	MOldershaw@eit.ac.nz	Eastern Institute of Technology	Deputy CE	July 13th, by phone
Steve Phelps	sphelps@eit.ac.nz	Eastern Institute of Technology	Head of School, Primary Industries	May 16th
Diane Marshall	dmarshall@eit.ac.nz	Eastern Institute of Technology	Head of School for Wine	June 7th
Fred Koenders	fkoenders@eit.ac.nz	Eastern Institute of Technology	Dean of the Faculty of Commerce and Technology	June 7th
Jack Hughes	jackhughes@fruition.net.nz	Fruition Horticulture	Managing Director	June 29th at Hort Field day
Lesley Wilson	lesley@talknz.co.nz	Hawke's Bay Fruitgrowers' Association	President	June 29th at Hort Field day
Xan Harding	xandaharding@xtra.co.nz	Hawkes Bay Wine Growers Association		June 7th
Shayne Walker	swalker@tangoio.maori.nz	Maungaharuru-Tangitū Trust	General Manager	June 8th
Alistair Jamieson	Alistair.Jamieson@mrapple.com	Mr Apple	Labour Manager	August 1st, by phone

Name	Email	Organisation	Role	Meeting Date
Annie Aranui	annie.aranui001@msd.govt.nz ;	MSD	Regional Director	May 4th
Karen Bartlett	karen.bartlett001@msd.govt.nz	MSD	Labour Market Manager	May 17th
Chrissie Hape	chrissie.hape002@msd.govt.nz OR Chrissie@kahungunu.iwi.nz	Ngāti Kahungunu Iwi Incorporated	Iwi/CYF Partnership Advisor	June 8th
Doug Ducker	doug.ducker@panpac.co.nz	Pan Pac Forest products Ltd	Managing Director	May 17th
Gary Jones	Gary.Jones@pipfruitnz.co.nz	Pip Fruit NZ	Business Development Manager	May 17th
Erin Simpson	Erin.Simpson@pipfruitnz.co.nz	Pip Fruit NZ	Capability Development Manager	May 4th and May 17th
Aron Bremner	aron.bremner@primaryito.ac.nz	Primary ITO	Team lead - North Island	June 29th at Hort Field day
Kate Longman	kate.longman@primaryito.ac.nz	Primary ITO	National Sector Manager, Horticulture and Viticulture	July 20th, by phone
Sharon Fowler	sharon.fowler@primaryito.ac.nz	Primary ITO	Sector Advisor –Production Horticulture	July 20th, by phone
Kristen Nash	Kristen.Nash@tandg.global	T&G	HR Business Partner	July 24th, by phone
Jamie-Leigh McCoubrie	jamie-leigh.mccoubrie@taratahi.ac.nz	Taratahi Agricultural Training Centre	Regional Manager HB	July 10th, by phone

The draft report was reviewed by staff in the regional office of Te Puni Kōkiri.

7 Appendix B: Tertiary training providers and ITOs for primary industries in Hawke's Bay

	Training/Education Provider	Location	Description	Farm-ing	Forest-ry	Horti-culture	Viticult-ure	Apicult-ure	Fish-ing	Target clients	Stakeholders
1	Agri One Limited www.agrione.ac.nz	National	Subsidiary of Lincoln and Massey universities and related to Centre of Excellence in Farm Business Management. Specialises in short courses and professional development delivered online	✓						Primary industry professionals and employers/ees who wish to upskill in specific agricultural topics.	Dairy NZ, Red Meat Profit Partnership, MPI
2	Eastern Institute of Technology (EIT) www.eit.ac.nz	Hawke's Bay, Gisborne and Auckland	EIT has learning centres in Hastings, Gisborne, Wairoa, Ruatoria and Tokomaru Bay. Offers qualifications from certificate and diploma to degree and postgraduate level.	✓	✓	✓	✓	✓		School leavers, adults who are new to the primary sector	All primary sector industries that are supported through EIT qualifications.
3	Forestry Training NZ (FTNZ) www.forestrytraining.co.nz	National	Wide range of practical skills for NZ forest harvesting (chainsaw skills, tree felling, vehicle operations). Some short courses of less than a week. Competenz endorsed trainers.		✓					Fit young people who have left school	Forest owners and harvest contractors
4	Fruition Horticulture http://www.fruition.net.nz/	Hawkes Bay & Bay of Plenty	Regional Diploma in Horticulture and Horticulture management for Lincoln. National Cert in Horticulture (1-4) entire qualification or the off job component. Effective supervision Vakameasina - for RSE workers			✓				Major focus is 'learn while you earn'.	Preferred providers for Primary ITO. Associated with HB Fruitgrowers' Association.

	Training/Education Provider	Location	Description	Farm-ing	Forest-ry	Horti-culture	Viticult-ure	Apicult-ure	Fish-ing	Target clients	Stakeholders
5	Land Based Training Ltd www.landbasedtraining.co.nz	Whanganui	Provides agricultural training in locations throughout the North Island (including Hawke's Bay) with Certificate in Agriculture up to Level 4. Also provides STAR and Gateway short courses for schools. Have three agricultural training schools: Otiwhiti Station, AWHI farm School and Te Rua o Te Moko Farm School.	✓		✓				Prisoners, Work and Income clients, secondary schools	MSD, Corrections, Secondary schools
6	National Trade Academy (NTA) www.nta.co.nz	Christchurch	The NTA provides training and education in agriculture, equine, horticulture and animal husbandry. (NCEA Level 2&3) On campus and distance learning ; secondary school land based trade academy and STAR gateway.	✓		✓				Secondary school students and post-school national and international students	Sponsors: Farmlands, Horse, Gallagher
7	Open Polytechnic NZ www.openpolytechnic.ac.nz	National	NZ's leading distance and online learning provider with an enrolment of around 31,000 national and international students/year. (National Certificate in Horticulture Level 3&4).			✓				Secondary students and post-secondary school students of all ages	NZQA approved programmes and accredited Open Polytechnic to deliver.
8	Smedley Station and cadet training farm www.smedley.ac.nz	Hawke's Bay	A Hawke's Bay farm set up to train cadets. Supported by EIT and Lincoln University. 11 cadets/year for two years (22 cadets on station at any one time). Practical on-farm training with some theory.	✓		✓				School leavers who have an interest working with stock.	Pastoral farming industry

	Training/Education Provider	Location	Description	Farm-ing	Forest-ry	Horti-culture	Viticult-ure	Apicult-ure	Fish-ing	Target clients	Stakeholders
9	Taratahi Agricultural Training Centre www.taratahi.ac.nz	Hawke's Bay, Wairarapa, Auckland, Northland, Waikato/BOP, Taupo, Southland, Taranaki	Offers sub degree qualifications, short courses (in partnership with EIT), Agriculture in Schools programme provided through Primary Industry Trades Academy (PITA), Secondary Tertiary Alignment Resources (STAR) courses and extramural study (NCEA Level 1-3).	✓	✓			✓		School leavers and secondary school students	Beef + Lamb NZ, Dairy NZ, NZ Young Farmers, Primary ITO, beekeepers
10	Te Wānanga o Aotearoa www.twoa.ac.nz	Napier	Certificate-in-Forest-Harvest-Operations Level 3. Level 2 forestry course location not yet determined.		✓					Adequate fitness and passing of drug test required.	Maori learners.
11	Turanga Ararau www.turanga-ararau.org.nz	Gisborne, Napier, Hastings	Provides practical skills in vocational pathways for the primary sector (NCEA level 2) and National Certificate for Forestry, Horticulture, and Agriculture (up to Level 3). Also farm cadet programme at Ruapani.	✓	✓	✓				Primary focus is on young Maori who may wish to work on local Maori land incorporations and trusts	Maori Land Incorporations and Trusts, FOMA
12	Wairoa Waikaremoana Maori Trust Board, 30 Marine Parade West, Wairoa	Wairoa and Hastings	Trust which provide some on-site training to Ngati Kahungunu. National Certificate in Employment Skills (Level 1).							Long term unemployed and youth	Ngati Kahungunu members
13	Te Ara o Tākitimu consortia	Hawkes Bay	Te Ara o Tākitimu led by the EIT and Ngati Kahungunu iwi in the Hawke's Bay focused on construction and agricultural trades	✓						Youth	Maori and Pasifica Trades Training,

The Industry Training Organisations operating on behalf of primary industries in the Hawke's Bay are Competenz and the Primary Industry Training Organisation.

Industry Training Organisation	Location	Description	Farm-ing	Forest-ry	Horti-culture	Viticult-ure	Apicult-ure	Fish-ing	Stakeholders
Competenz www.competenz.org.nz	National	Competenz is a multi-sector industry training organisation. Provides apprenticeship training and skills for forest harvesting and silviculture. Also provides range of training and skills for the maritime industry which includes operating fishing vessels.		✓	✓			✓	Forest Industry Contractors Association, Forest Industry Safety Council, NZFOA, NZFFA. Maritime NZ and Maritime Seafood Educators Association.
Primary Industry Training Organisation (ITO) www.primaryito.ac.nz	National (Wellington)	Wide range of courses arranged from Primary ITO trades academy and Gateway programmes, short courses on specific subjects, courses tailored to a business, apprenticeships. Fruition Horticulture became the off job provider for horticulture programmes in the Hawke's Bay in May 2015 - replacing EIT.	✓	✓	✓	✓	✓	✓	DairyNZ, Beef+Lamb NZ, Te Puni Kokiri, Growing NZ (PICA), NZ Racing Board

8 Appendix C: Eastern Institute of Technology Primary Industry Courses

Agriculture

In Hawke's Bay this programme is a partnership between EIT Hawke's Bay and Taratahi Agricultural Training Centre. The Taratahi farming base at EIT utilises the following farms to deliver training:

Otatara and EIT Training Farm

The EIT training farm is available to students through Taratahi's partnership with the Eastern Institute of Technology. Students establish basic skills in fencing, agri-vehicles, chainsaws and stock handling on this farm due to it being located right on campus. The farm encompasses a woolshed and yards enabling students to develop their stock handling and animal health knowledge. Otatara farm is adjacent to this and provides extra land for breeding ewes with the offspring farmed for sale.

Puketapu Farm

Located 15mins from campus this 70ha lease block is used as a fattening farm for cattle. The farm carries approximately 140 Fresian bulls, buying in cross breed steers at weaner stage and targeting them for sale by the following autumn. Students experience the adaptations in farming required due to the topography changing from sea level flats to rolling hill country.

Heipipi Farm

Situated 10 minutes north of Napier, this 25ha block carries 150 breeding ewes managed similarly to the Otatara block. This land is used as a run-off block for stock during summer when the other farms dry off. Sheep and cattle yards provide facilities for stock handling and loading out of stock when sold.

Tautane Station

Tautane Station is located on the East Coast in Hawke's Bay, close to Herbertville and approximately 50 minutes from Dannevirke. Tautane is leased from Ngati Kahungunu by Taratahi, totals 3,375ha and carries 30,000 sheep and beef stock units primarily as a breeding property.

ADB Williams Trust

ADB Williams Trust is a 1321ha effective operation with the main farm located at Otope 12km south east of Dannevirke. It is supported by a 381ha effective summer-safe block located at Coonoor 30-minues southeast of Otope. The Trust has a mandate to support charitable purposes and in particular training and education for people in agriculture. The Trust has recently formed a relationship with Taratahi and the Otope base unit hosts an accommodation and training facility for Taratahi students.

Agriculture Certificates

- [New Zealand Certificate in Primary Industry Skills \[Level 2\] - Agriculture](#)
- [New Zealand Certificate in Agriculture \(Vehicles, Machinery and Infrastructure\) \[Level 3\]](#) with Taratahi
- [New Zealand Certificate in Agriculture \(Farming Systems\) \[Level 3\]](#) with Taratahi
- [New Zealand Certificate in Agriculture \(Breeding Livestock Farming\) \[Level 4\]](#) delivered by Taratahi

Agriculture Diplomas

- [New Zealand Diploma in Agribusiness Management](#) with Primary ITO

Forestry Certificates

- [Certificate in Forestry Driving \[Level 3\]](#)
- [New Zealand Certificate in Forestry Operations \[Level 3\]](#)
- [New Zealand Certificate in Forest Harvesting Operations \[Level 3\]](#)

Horticulture Certificates

- [New Zealand Certificate in Land Based Sustainable Practices \[Level 3\]](#)
- [New Zealand Certificate in Horticulture \(Fruit Production\)](#)
- [New Zealand Certificate in Primary Industry Skills \[Level 2\] - Horticulture](#)
- [New Zealand Certificate in Apiculture \(Level 3\)](#)
- [New Zealand Certificate in Agriculture \(Vehicles, Machinery and Infrastructure\) \[Level 3\]](#)
- [New Zealand Certificate in Sustainable Primary Production \(Level 4\)](#)
- [New Zealand Certificate in Horticulture \(General\) \[Level 3\]](#)
- [Horticulture Trainee Programme Fruit Production](#)

Horticulture Diplomas

- [Diploma in Horticulture](#)

Viticulture Certificates

- [Certificate in Grapegrowing and Winemaking](#)

Viticulture Diplomas

- [Diploma in Grapegrowing and Winemaking](#)

Viticulture Degrees

- [Bachelor of Viticulture &/or Bachelor of Wine Science Concurrent](#)

Viticulture Graduate Programmes

- [Graduate Diploma in Viticulture](#)
- [Graduate Diploma in Oenology](#)

Business Certificates

- [Certificate in Business Administration & Technology \(Level 3/4\)](#)
- [New Zealand Certificate in Retail \(Customer Services & Sales Support\) Level 2](#)
- [New Zealand Certificate in Business \(Small Business\) \(Level 3\)](#)
- [New Zealand Certificate in Project Management \(Level 4\)](#)
- [NZ Certificate in Business \(First Line Management\) \(Level 4\)](#)
- [New Zealand Certificate in Business \(Accounting Support Services\) \(Level 4\)](#)
- [NZ Certificate in Project Management \(Level 4\)](#)

Business Diplomas

- [New Zealand Diploma in Agribusiness Management](#)
- [New Zealand Diploma in Business \[Level 5\]](#)

Business Degrees

- [Bachelor of Business Studies](#)

Business Graduate Programmes

- [Graduate Diploma in Professional Accounting](#)
- [Graduate Diploma in Business](#)