



# Southland's Just Transition Work Plan



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# Foreword

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When the New Zealand Aluminium Smelter announced in July 2020 that it intended to close the following year, the Government committed to support the Southland region through a just transition process to develop a new economic and environmental landscape. The goal of this process is to ensure the region can build its economic, environmental, and social resilience through and beyond the planned closure of the NZAS.

Southlanders deserve certainty about the future of their region and the ability to shape new opportunities for its people. Through this just transition process, we are working with iwi, local government, unions, businesses and others to make that happen.

This work plan is the result of twelve months of working with regional leaders and consulting the community on how best to guide the region to a more resilient future.

The plan sets the direction of travel, incorporating the strengths of, and opportunities in Southland. It also acknowledges that this is just the start and there is a lot of work to do.

I am grateful to everyone who has been involved so far and would encourage all Southlanders to keep up to date through [www.southlandjusttransition.nz](http://www.southlandjusttransition.nz) and get involved where possible.

Hon. Megan Woods  
**Minister for Research Science and Innovation**

On behalf of the Enduring Oversight Group, it is our pleasure to introduce the Southland just transition work plan to the Southland community.

As with any major shock, the initial closure announcement by the New Zealand Aluminium Smelter (NZAS) caused some angst in our community. Given ongoing uncertainty around the future of NZAS, the just transition process has given us an opportunity to reflect on our strengths and ambitions, and where we want to go as a region and country.

The fate of NZAS is a decision for the smelter's owners, Rio Tinto. But we are not content to leave our region's future in the hands of others. As regional leaders, we have partnered with central government to ensure our region is ready to secure its own future prosperity.

This work plan is the first step in ensuring Murihiku can manage the impacts of the planned closure while making sure our response doesn't leave anyone behind.

Though we are proud to have been part of developing the work plan, this document is one step in an ongoing process. As this plan makes clear, we have lots of work to do. We've identified the direction of travel; now we need to work together to deliver outcomes.

Aimee Kaio & Neil McAra  
**Co-Chairs of the Southland just transition Enduring Oversight Group**

# Executive Summary

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Following the July 2020 closure announcement of the New Zealand Aluminium Smelter (NZAS), the Government committed to support the Southland region through a just transition. In response, the Ministry of Business, Innovation and Employment (MBIE) has supported a year-long engagement and planning process with Southlanders.

Regardless of the fate of NZAS, a key focus of the just transition is planning for and managing the social, economic, and environmental impacts of economic change. A transition should support communities to include a range of perspectives in planning, seize opportunities, and mitigate harms. This process is an opportunity for Southland to lead New Zealand in building the industries, jobs and skills needed to create a more productive, sustainable, and inclusive economy.

The just transition process in Southland has worked to define the challenges and opportunities facing the region, assess existing planning documents, and develop an understanding of the region's competitive advantages. This process was guided by an interim Project Oversight Group, consisting of MBIE officials, the Regional Public Sector Commissioner, Murihiku Regeneration Collective representatives, and Southland local government representatives.

As part of this work, the interim project oversight group agreed to the project goal of:

*Helping Southland build its economic, environmental and social resilience through and beyond the planned closure of the New Zealand Aluminium Smelter in December 2024.*

Delivering on this goal needs a focussed and doable plan. The just transition engagement and planning process resulted in a work plan broken into three key themes:

- › New industries and employment
- › Transitioning business and skills
- › Long-term planning and capability

The first of these themes, new industries and employment, describes how the just transition will contribute to diversifying Southland's economy, supporting new industries and creating meaningful jobs. The second theme, transitioning business and skills, identifies how the process will work with workers and the business community to support them through the transition. The final theme, long-term planning and capability, is about helping the region take charge of its own future through long-term planning and community resilience.

Sitting under these themes are seven workstreams:

## New industries and employment

1. **Clean energy:** Southlanders have expressed a strong desire for new industries built on the region's renewable energy advantage.
2. **Land use:** Southland's existing strengths in the primary industries, and new opportunities in the sector, can support workers and firms affected by the planned closure.
3. **Aquaculture:** Existing regional strategies and community engagements highlighted substantial local opportunities in open ocean aquaculture.

## Transitioning business and skills

4. **Business transitions:** Many local businesses provide goods and services to NZAS. These firms may need support to transition to new sectors or buyers.
5. **Worker transitions:** The just transition process needs to focus on education and training for emerging industries, and tools to transition affected workers into new roles.

## Long-term planning and capability

6. **Long-term planning:** Southland's existing long-term plan, Southland Regional Development Strategy (SoRDS), is well regarded by many in the community. The smelter closure, COVID-19, and changing markets and regulations mean the strategy needs to be refreshed to continue to guide Southland's development.
7. **Community capability building:** Building the community's skills to enable more equal participation in long-term efforts to develop an inclusive community, and sustainable and prosperous regional economy.

An Enduring Oversight Group (EOG) will monitor the delivery of this work plan, made up of central government, local government, iwi, unions, business representatives, and the education, community and primary sectors.

## This is just the start

This plan has defined the work streams, but there is a lot more to do. Work stream leads now need to flesh out the actions required to deliver on the just transition's goals. Each work stream is due to report back to the EOG with next steps by August 2022. The EOG will then work with central government to deliver on agreed actions ahead of December 2024.

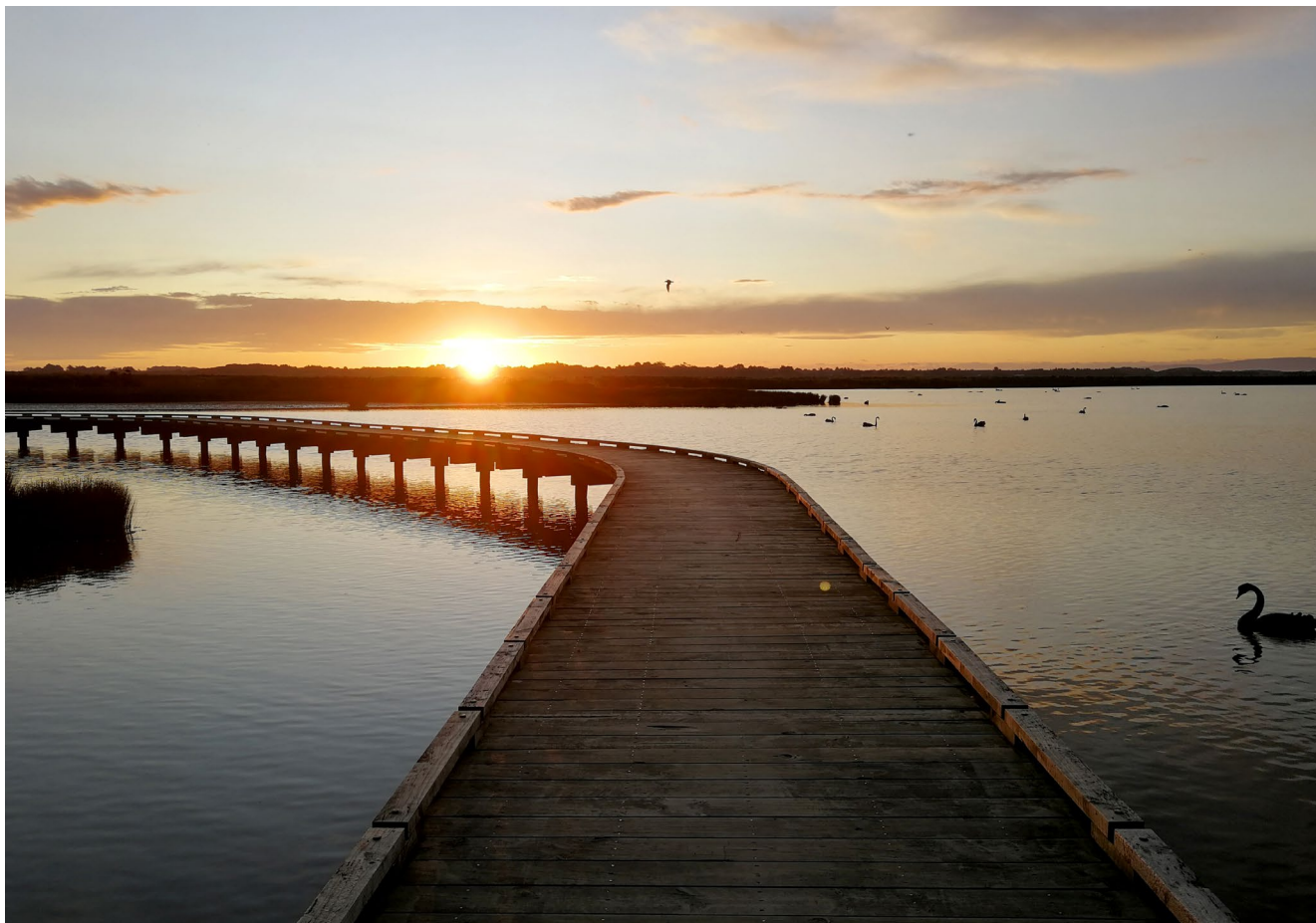


Photo credit: Great South.

# Background

In July 2020, the owners of NZAS announced the results of a strategic review into the site's operations. The outcome of this review was a decision to terminate the smelter's existing energy contracts and wind down production by August 2021 because of high energy costs and low aluminium prices.

After securing a new energy contract, the owners announced that they were extending the planned closure date to December 2024.

NZAS has been integral to the Southland economy for 50 years. Hundreds of people are directly employed on site, with many more working in firms servicing or supplying the smelter's operations. Wages paid and services purchased inject hundreds of millions of dollars into Southland's economy each year.

In response to the closure announcement, the Government committed to support the Southland community to deliver a just transition for workers and the wider region. This commitment acknowledges the importance of NZAS to the Southland community, the need to diversify the local economy, and the long-term move toward a low carbon future.

## Murihiku at a glance

Within the takiwā of Murihiku, Rakiura (Stewart Island) and the adjacent ocean, the four Rūnanga below hold the mana whenua and mana moana.

### Te Rūnaka o Waihōpai

The takiwā of Te o Rūnaka Waihōpai centres on Waihōpai and extends northwards to Te Matau, sharing an interest in the lakes and mountains to the western coast with other southern Rūnanga. Murihiku Marae is situated in Invercargill, with the wharenui named Te Rakitauneke.

### Te Rūnanga o Awarua

The takiwā of Te Rūnanga o Awarua centres on Awarua and extends to the coasts and estuaries adjoining Waihōpai. The Rūnanga shares an interest in the lakes and mountains between Whakatipu-Waitai and Tawhititarere with other southern Rūnanga. Te Rau Aroha Marae is situated in Bluff, with the Tahupōtiki wharenui.

### Te Rūnanga o Oraka Aparima

The takiwā of Te Rūnanga o Oraka Aparima centres on Oraka and extends from Waimatuku to Tawhititarere, sharing an interest in the lakes and mountains from Whakatipu-Waitai to Tawhititarere with other southern Rūnanga. Takutai o Te Tītī Marae is situated in Colac Bay/Oraka, and the wharenui is named Te Whare Moana.

### Te Rūnanga o Hokonui

The takiwā of Te Rūnanga o Hokonui centres on the Hokonui region and includes a shared interest in the lakes and mountains between Whakatipu-Waitai and Tawhititarere with other southern Rūnanga. O Te Ika Rama Marae is situated in Gore, and the wharenui is named O Te Ika Rama.

Murihiku is home to extensive rainforests, fertile farmlands and sweeping coastlines, with approximately 100,000 people spread across 3.1 million hectares (12% of NZ's total land area).

The main centres are Invercargill, with a population of 52,000, and Gore, home to 12,000 people. The town of Te Anau, located on the shores of the South Island's largest lake, is the gateway to the world-famous Fiordland National Park. Rakiura is New Zealand's third largest and southern-most island. With fewer than 400 permanent residents, much of Rakiura is designated National Park.



## **Southland's economy**

Southland has a diverse economy, with existing strengths in:

### **Agriculture and processing**

The primary industries play a significant role in Southland's economy. Similarly, the production, processing and export of quality food is a significant contributor to the region's GDP and employment.

### **Energy**

Southland's energy resources are nationally significant. The region is home to New Zealand's largest power station, the Manapouri Hydroelectric Station, as well as substantial wind resources.

### **Tourism**

Southland has a number of tourism drawcards, including Milford Sound, Rakiura, and the Catlins.

### **Forestry**

Southland has a well-established forestry industry and supports a range of commercial forest species.

### **Aquaculture**

Southland has a long-established fishing industry and is particularly well known for the Bluff oyster. There are emerging opportunities in open ocean aquaculture.

# What is a just transition?

Many factors affect the livelihoods of New Zealanders, including global forces such as climate change and COVID-19, as well as national factors such as policy and regulation.

Major economic changes tend to disadvantage some groups more than others. At times, these changes will have enough of an impact to cause long term harm to the community unless effectively managed. A concerted, cross-sector effort can mitigate these harms, supporting a community to adapt and manage impacts, and take advantage of new opportunities – we call this a just transition.

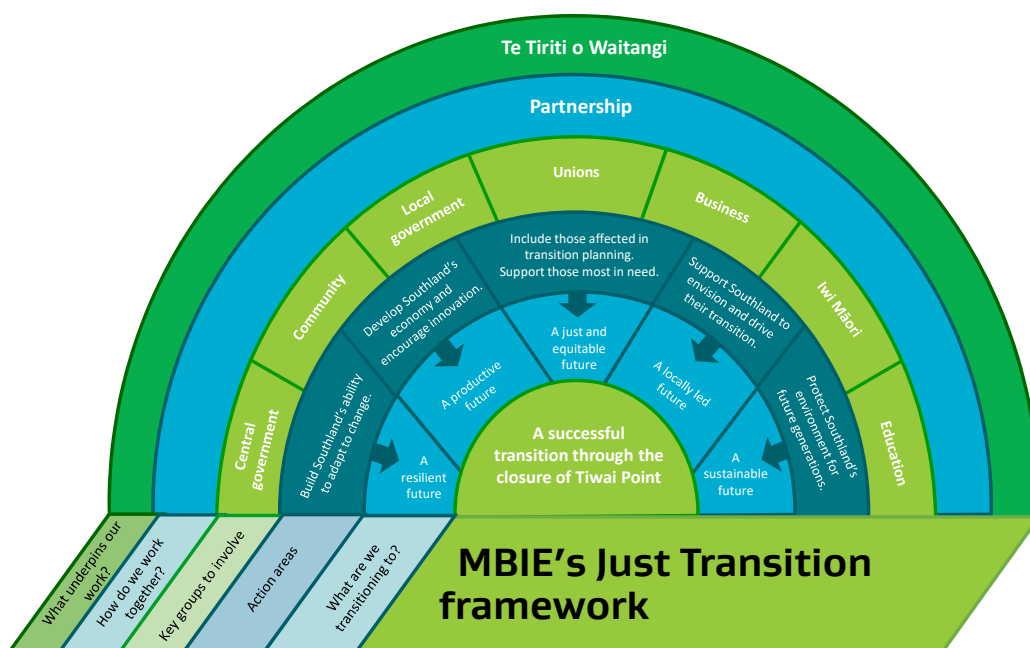
In general terms, a just transition is a strategy to help a region lead its own planning and ensure the impacts and opportunities arising from the transition are evenly distributed.

A just transition process recognises there are many communities and perspectives in a region. There are also lots of different views on what a “successful” transition looks like. Working in partnership with key pou (or groups) can balance the ambitions of diverse parties, including those who may not always be included in regional planning.

The just transition partnership in Southland includes:

- › Iwi
- › Local government
- › Education providers
- › Business representatives
- › Workers (represented by unions)
- › Community organisations
- › Central government
- › The primary sector.

The diagram below sets out how the MBIE thinks about a just transition process, what factors are considered in planning, and what outcomes are prioritised.



## **Decent work**

Making sure new jobs and industries provide well paid, secure, safe work, is key to a just transition. Decent work provides workers and their families the security they need to plan their futures, and are a stable economic backbone for the wider community.

Often, good working conditions in traditional industries have been won over decades. It is important these gains aren't lost as the economy transitions to new industries and workers to new jobs.

Government, businesses, workers and the community can ensure the transition creates good jobs by building productive, high-value industries, providing re-training opportunities, involving workers in planning, and using social procurement. The Southland just transition will use all these tools in its response to the planned closure of NZAS.

## Work to date

Following the announcement the Government would support Southland to run a just transition process, MBIE officials began working with the region in late 2020. The first step in the process was establishing a working partnership between local leaders and central government. As part of this partnership, an interim governance group was established to develop and oversee the first stages of transition planning. This interim group had six members: two each from iwi, local government and central government.

The interim governance group guided MBIE's Just Transition Partnerships (JTP) team as they worked to understand the likely impacts and opportunities presented by the closure of NZAS. As part of this work, the group agreed a project goal for the just transition process:

*Helping Southland build its economic, environmental and social resilience through and beyond the planned closure of the New Zealand Aluminium Smelter in December 2024.*

To support the just transition process MBIE officials established a project team, or secretariat, which includes staff from the JTP team, the Murihiku Regeneration Collective (Murihiku Regeneration) and the Ministry of Social Development (MSD).

### Early work

Part of any just transition process is a stock take of existing information. The project team started by gathering insights from across the region, summarised in the table below:

<p><b>Existing regional strategies</b></p>	<p>Southland's existing regional plans and prioritisation documents – SoRDS, work done by Murihiku Regeneration, and the Regional Public Service priorities – were an important input into deciding where to focus just transition effort and resources.</p> <p>Key themes in these strategies include the importance of developing diverse new industries across the primary industries and clean energy, capacity building and community development, and regional strategic planning.</p>
<p><b>One-on-one engagements</b></p>	<p>The JTP team met one-on-one with a range of local stakeholders. In particular, the bulk of engagement with the business community was done through individual meetings.</p> <p>These one-on-one engagements were useful in building understanding of the range of projects and specific initiatives under investigation or development in the region.</p>
<p><b>Stakeholder workshops</b></p>	<p>The project team organised a series of three facilitated stakeholder workshops with central and local government, community groups, business, the education sector, and unions. Iwi representatives, as Treaty partners, also attended the workshops.</p> <p>These workshops helped deepen the understanding of local priorities and develop frameworks for prioritising actions and investments.</p>

## Draft work plan

The combination of one-on-one and group engagements, alongside existing plans, informed the development of a draft work plan.

The interim oversight group and project team sought feedback on the draft from a range of groups including:

- › Young people/rangatahi
- › Primary sector representatives
- › Business/industry representatives
- › Hapū
- › Local government
- › Central government
- › The community sector
- › NZAS workers

In light of feedback from stakeholders, a number of changes were made to the work plan. This revised document:

- › **Provides greater detail around timelines, roles and responsibilities.** A lot of this information had not been confirmed when the draft work plan was released. Though there are still some unknowns, this version of the work plan includes as much detail as possible on programme delivery.
- › **Splits the needs of workers and business into separate work streams.** A number of stakeholders suggested the final work plan should include a separate work stream to identify how the process can support local businesses to transition their operations away from a reliance on NZAS.
- › **Separates “future foods” into aquaculture and land use work streams.** The broad transition occurring in the primary sector is vital to New Zealand meeting its economic and environmental goals. Stakeholders wanted the work plan to separate aquaculture out from this primary sector work to ensure both were given sufficient attention through the process.
- › **Provides greater detail on the community development work stream.** Given the broad nature of ‘community development’, and the number of existing programmes, stakeholders wanted detail on what Southland’s just transition would achieve. This document now describes a more clearly defined “community capacity building” work stream.

The project team is grateful to everyone who contributed to the work plan at any stage of its development, and hope this document accurately reflects the community’s contributions.

# The plan

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Southlanders engaged in the process made it clear that they want an action-oriented just transition plan. While just transitions often focus on long-term economic shifts, Southland is facing a shorter, sharper shock; the region needs to create new opportunities quickly.

This plan sets the direction of travel but does not contain all the answers. The project team has spent the best part of this year identifying where the efforts of the just transition process should focus. As a result, this plan identifies three key themes:

- › New industries and employment
- › Transitioning business and skills
- › Long-term planning and capability

The first of these themes, new industries and employment, describes how the just transition will contribute to diversifying Southland's economy, supporting new industries and creating meaningful jobs. The second theme, transitioning business and skills, identifies how the process will work with workers and the business community to support them through the transition. The final theme, long-term planning and capability, is about helping the region take charge of its own future through long-term planning and community resilience.

Work streams have been developed to sit under each theme. These work streams are based on what Southlanders told us will make a meaningful difference to delivering on the project's goal of:

*Helping Southland build its economic, environmental and social resilience through and beyond the planned closure of the New Zealand Aluminium Smelter in December 2024.*

The transition presents an opportunity for Southland to become a national hub for new and emerging industries, while also creating a stronger, more resilient community. By seizing these opportunities, the region can build leading industries and be a destination of choice for business and talent alike.

## New industries and employment

1. **Clean energy:** Southlanders have expressed a strong desire for new industries built on the region's renewable energy advantage.
2. **Land use:** Southland's existing strengths in the primary industries, and new opportunities in the sector, can support workers and firms affected by the planned closure.
3. **Aquaculture:** Existing regional strategies and community engagements highlighted substantial local opportunities in open ocean aquaculture.

## Transitioning business and skills

4. **Business transitions:** Many local businesses provide goods and services to NZAS. These firms may need support to transition to new sectors or buyers.
5. **Worker transitions:** The just transition process needs to focus on education and training for emerging industries, and tools to transition affected workers into new roles.

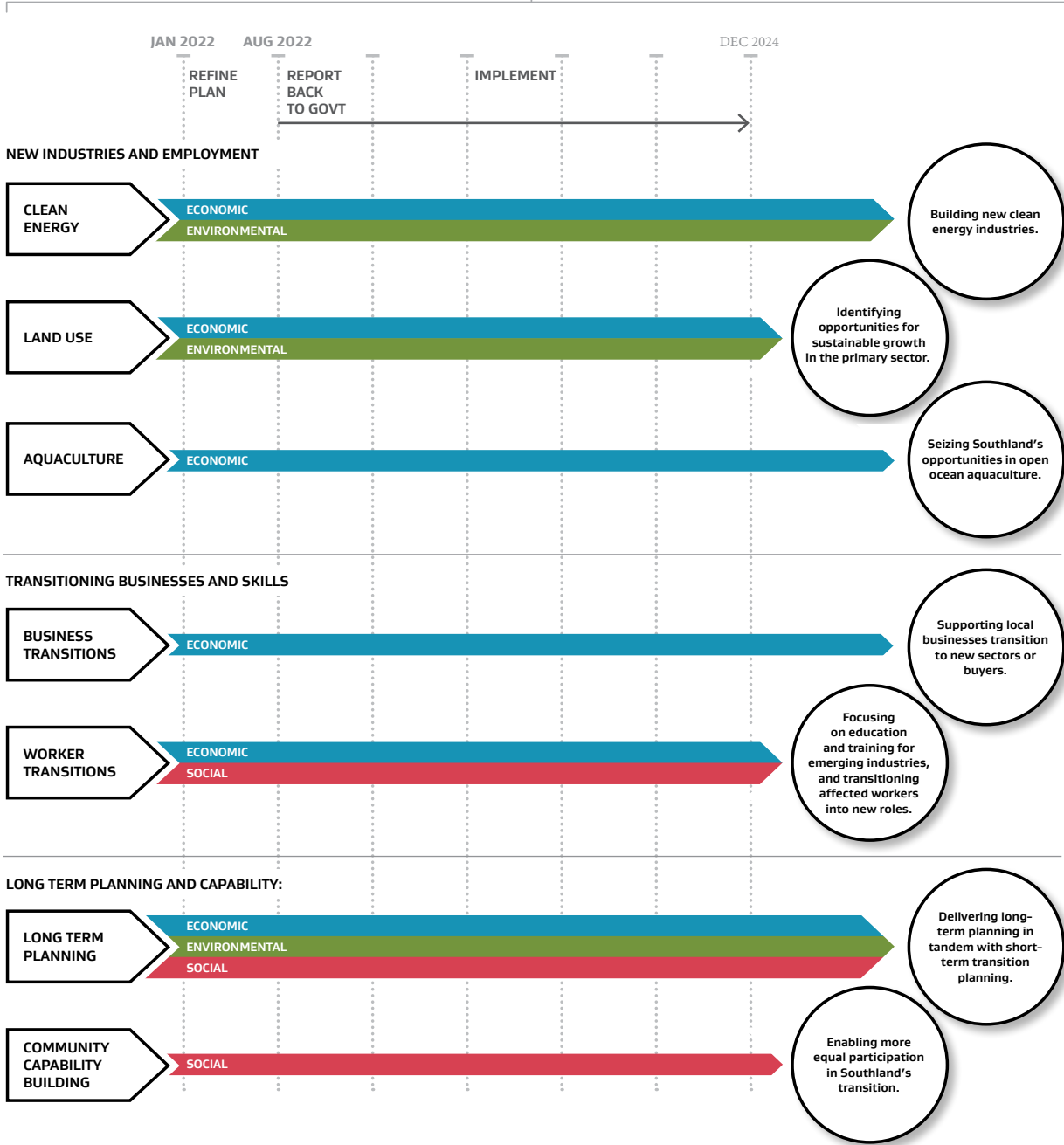
## Long-term planning and capability

6. **Long-term planning:** Southland's existing long-term plan, Southland Regional Development Strategy (SoRDS), is well regarded by many in the community. The smelter closure, COVID-19, and changing markets and regulations mean the strategy needs to be refreshed to continue to guide Southland's development.
7. **Community capability building:** Building the community's skills to enable more equal participation in long-term efforts to develop an inclusive community, and sustainable and prosperous regional economy.

The strategy map below sets out how each theme and work stream relates back to the broader project goal, project timelines, and high-level outcomes for each stream.

**GOAL:** To help Southland build its economic, environmental and social resilience through and beyond the planned closure of the New Zealand Aluminium Smelter in December 2024.

**GOVERNANCE:** Southland Just Transition Enduring Oversight Group



**Not included in this plan**

The just transition process cannot address every challenge facing a region. There are many existing local government, business, iwi, community sector and central government plans and strategies that may interact with the just transition. Where these plans and their implementation cross over, we'll work collaboratively to support those outcomes. Where our work does not overlap, we will stay out of the way.

# New industries and employment

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The planned closure timeline of NZAS gives the community a narrow window for new industries to develop and provide new jobs. The just transition must be deliberate and targeted in the choices made and the opportunities pursued.

The clean energy, land use and aquaculture sectors have been identified by the region as the most viable and important opportunities to accelerate employment and economic development in the lead up to December 2024.

## Clean energy

The world's energy system is changing. Burning fossil fuels to produce electricity, power vehicles and manufacture goods is driving climate change. Governments around the world, including New Zealand's, have committed to reducing our reliance on fossil fuels. These changes are both a challenge and an opportunity.

New Zealand is lucky to have abundant renewable energy, and already produces over 80% of its electricity using renewable resources. Southland's Manapōuri Power Station, New Zealand's largest hydroelectric scheme, has supplied NZAS with clean energy for decades.

Through just transition engagement, the community said they want the benefits of Southland's renewable resources to stay in the region. Establishing new energy-intensive industries, and developing additional renewable generation are both options for achieving this goal. Developing smaller supporting industries can capture more of the benefits of large clean energy projects.

### What's being done?

Just transition funding is supporting Murihiku Regeneration to convene a clean energy working group. The role of this working group is to bring together interested regional and national partners to identify how Southland can make the most of the energy transition.

A key output of this work will be identifying what projects, training, investments and policy changes will support Southland's clean energy ambitions. The working group will also be responsible for identifying how local clean energy ambitions interact with the national energy system.

Murihiku Regeneration will report back to the EOG on the first stage of this work in August 2022. Following this report back, Murihiku Regeneration will work with project partners to identify how the region can realise these ambitions.



## Land use

One of Southland's greatest strengths is its land. The primary sector makes up a significant share of Southland's economic activity and employment. Both existing regional strategies and just transition engagements have highlighted substantial local opportunities in the primary industries. The transition process will work with the sector to identify new industries and emerging markets to create high value businesses and job opportunities.

The primary industries have the potential to create opportunities in the short-term for affected workers and firms, mitigating the economic impact of NZAS's potential closure. Southland's just transition process is also a chance to align primary sector investments with national and regional environmental and emissions reduction ambitions.

Key early opportunities in Southland include low-emission plant-based foods - such as alternative milks - and improving the productivity and sustainability of the region's forestry sector.

### **What's being done?**

Thriving Southland is leading and delivering a research project, in collaboration with Great South, to identify how the primary sector can support Southland's long-term transition. Key outputs of this work will be identifying emerging markets and opportunities to secure decent, high-value work aligned with the wider just transition. The project will also highlight what changes are required to incentivise the sector to seize these opportunities, and how government can work with the sector in its transition.

This work interacts with the other just transition work streams, particularly long-term planning. Thriving Southland will ensure the report aligns with other work being done through the transition.

## Aquaculture

In response to growing demand for quality, sustainable sea food, global aquaculture production is forecasted to increase to between 102-105 million tonnes by 2027. Many aquaculture producing regions are looking to develop open ocean aquaculture as an opportunity to farm in cooler, deeper waters outside areas of competing use.

Government and industry have identified Southland's coastline as a potential location for open ocean salmon farming. The region has optimal growing conditions, with good water quality, steady ocean currents, and low variance in temperature.

In 2019, the Ministry for Primary Industries (MPI) released the New Zealand Aquaculture Strategy. The Strategy aims to build an aquaculture industry worth \$3b annually by 2035. Open ocean salmon farming will play a major role in reaching this goal. To realise the Aquaculture Strategy's vision, work is underway to ensure the regulatory framework enables sustainable growth. Alongside these regulatory hurdles, the Aquaculture Strategy also acknowledges the need for substantial investment in infrastructure, research, training and education.

### What's being done?

The Murihiku Aquaculture Working Group is being funded to identify what investment is needed to establish a sustainable open ocean aquaculture industry in Southland. This work will provide clear guidance on immediate needs, with an eye to getting projects off the ground quickly and efficiently.

This work will identify how the region's infrastructure and training requirements align with the goals of the New Zealand Aquaculture Strategy. The Working Group will deliver this work in consultation with MPI.

The Working Group will provide their report back to the Enduring Oversight Group in August 2022.



Photo credit: Great South.

# Transitioning business and skills

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In light of ongoing uncertainty around the future of NZAS, as well as ongoing economic and environmental changes, Southland's businesses face both challenges and opportunities. Workers and businesses will require a range of support to mitigate risks and take advantage of opportunities. Supporting these groups to transition will be crucial to delivering on the just transition's goal of building Southland's economic, social, and environmental resilience.

## **Business transitions**

The economic and employment impacts of NZAS's planned closure extend well beyond those immediately employed on site. Economic consultancy Infometrics estimate the total employment generated by NZAS's operations, including direct employees, indirect jobs in supporting firms, and indirect jobs in the community, at 2,400 full time equivalents (FTEs).

Many of these downstream jobs are in companies supplying goods or services to NZAS, such as transport, maintenance and engineering firms. These services are a valuable asset for Southland's economy. Ensuring firms can transition to new sectors and buyers is crucial to retaining capacity in the region.

Firms may need a range of support to manage ongoing uncertainty around the fate of NZAS, from simple technology and advisory services to more tailored assistance, including training. Local business groups are best placed to lead this work as they have the relationships and understanding to effectively engage local firms. Starting early will give government and businesses sufficient time to work together to plan their response.

### **What's being done?**

The Southland Chamber of Commerce and COIN South is using just transition funds to engage local small and medium-sized enterprises (SMEs) and start-ups on the opportunities and challenges they face.

The Chamber and COIN will use this engagement and its own research to identify the people, education, technology or infrastructure firms needed to be more productive, open new markets and get ready for the future. The work will also investigate Southland's established and emerging industries to identify what support firms need to manage the region's transition. The work will identify how the just transition process can work with a range of regional and national partners to meet these needs.

We expect this work to be completed by August 2022, when the Chamber will present their results to the EOG.

## Worker transitions

Uncertainty around the future of NZAS affects workers employed both directly and indirectly on site, as well as those in the wider labour market affected by a shift in economic activity. The closure of large employers can lead to long-term harm to workers and communities if efforts are not made to support those affected. The effects of major industrial closures in the 1980s, both in New Zealand and overseas, can be felt to this day. Minimising worker disruption while maximising the opportunities to move into good, new jobs must be at the heart of the just transition.

Southland needs to retain skilled workers employed at NZAS and in downstream industries to seize emerging opportunities. Creating pathways into new jobs, through an effective and responsive training and education system, and ensuring workers remain connected to the workforce are crucial to delivering a just transition for workers.

### What's being done?

To understand the capability needs and the pathways for workers to transition into new industries, Murihiku Regeneration is being funded through the just transition to convene a working group of interested regional and national stakeholders.

There are a range of government and non-government entities with an interest in Southland's changing labour market. Murihiku Regeneration will work alongside these groups to understand worker capability needs and how they align with emerging labour market trends. The work of the Southland Regional Skills Leadership Group will be a valuable input into this process.

We expect this planning work to be complete by August 2022, when Murihiku Regeneration Collective will present their results to the EOG.

MBIE is also funding E Tū, New Zealand's largest private sector union, to support NZAS workers to engage in the just transition process. As part of this work E Tū will support the delivery of the broader work programme to ensure the just transition delivers decent jobs with good pay and conditions.



Photo credit: Videocopter

# Long-term planning and capability

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Change will keep coming after the intensive phase of the just transition process is complete, and the community cannot prepare for every shock ahead of time. Good planning will build resilience up to and through the planned closure of NZAS. A key indicator of the success of the just transition is whether the Southland community can work together to build this resilience. The long-term planning and community capability workstreams aim to give Southlanders the tools to do this well.

## Long term planning

Long-term planning is an important part of regional development. Getting regional and national players on the same page, identifying regional advantages and opportunities, and planning to seize them is a crucial component of sustained and sustainable economic development.

Southland's current regional plan, SoRDS, is well regarded by many in the community. For a long-term plan to stay relevant though, it needs regular updates to ensure it suits changing contexts.

NZAS's closure announcement, the impact of COVID-19, and a greater national focus on climate mitigation and adaptation are all major shifts which have come along since SoRDS was developed in 2015. A refreshed plan will respond to these changes while putting Māori aspirations at the heart of regional development by working closely with iwi, represented by Murihiku Regeneration on the EOG.

Time pressures imposed by NZAS's closure announcement narrowed the scope of the just transition process to focus on initiatives likely to generate outcomes in the near-term, while empowering the community to set their own long-term vision. There are several broader discussions and transitions occurring in Southland which could not be incorporated into this work plan. A refreshed long-term plan can address these challenges and opportunities and their role in the region's development.

### What's being done?

Through the just transition Great South is being funded to refresh SoRDS. Great South will work with regional stakeholders, including iwi, to ensure the long-term plan reflects the changing needs of the community and incorporates the needs and perspectives of Māori.

The EOG will monitor and ensure the refresh aligns with the short-term just transition response. Delivering the short-term transition response alongside long-term planning will create a smoother and more effective transition.

A refreshed SoRDS will be finalised in 2023.

## Community capability building

Southland's just transition process cannot address all the social and community issues facing the region. There are dozens of government, iwi and not-for-profit groups and programmes working in Southland's community sector. As with other elements of the plan, the just transition should not get in the way of other good work being done in the region.

Based on feedback from stakeholders and project partners, this plan focuses on supporting projects and programmes that build the ability of the Southland community to plan for and manage change. In particular, the just transition aims to support community-led transition planning to create enduring support and impetus for Southland's transition.

Regional and local leaders are key to the success of any transition. Building futures thinking and planning capacity and capability through the transition will be a lasting driver of change. Developing this capability in the community at both a leadership and service delivery level will support the community through the region's current challenges, while also building resilience to future shocks.

### What's being done?

In response to the challenges above, Invercargill City Council is facilitating a process to identify how existing and additional resourcing can be used to improve community resilience to both immediate and future shocks. The council will work with local and national stakeholders to identify potential responses to the community development needs identified through the just transition process, and how local and central government, iwi and the community sector can work together to meet them. This work will consider how the community capability building work stream aligns and interacts with other work being done through the just transition, including long-term planning, and worker and business transitions.

The first stage of this work will be completed by August 2022.

# Who is supporting Southland's just transition?

Delivering this work plan is the joint responsibility of the EOG, the Secretariat and the work stream leads. The roles of each of these groups is described in the table below.

<p><b>Enduring Oversight Group (EOG)</b></p>	<p>The EOG is made up of 11 members from central government, local government, iwi, unions, business and the education, agriculture and community sectors.</p> <p>The purpose of the EOG is to provide strategic governance over the delivery of the Southland just transition work plan. EOG will provide feedback on the delivery of the work plan.</p>
<p><b>Secretariat</b></p>	<p>Led by MBIE, the Secretariat's role is to support and advise the EOG in their governance role, and work stream leads in their delivery role.</p> <p>The Secretariat will consist of staff from MBIE, MSD, Murihiku Regeneration and Great South. Other work stream leads will be invited to participate as needed.</p>
<p><b>Work stream leads</b></p>	<p>Work stream leads are responsible for delivering their individual bodies of work.</p> <p>Leadership does not mean ownership; all lead organisations are expected to work with a range of local and national stakeholders in delivering their work stream. Leads will provide monthly progress reports to the Secretariat.</p>

## The Enduring Oversight Group



## Next steps

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This plan identifies the broad areas of focus for Southland's just transition process, it will be up to the work streams to develop the detailed actions and initiatives that sit under these areas.

The first stage of implementing the just transition work plan will run from January 2022 to August 2022. In August 2022, work stream leads will feed back to the EOG on the pathway to achieving their stream's goal. Their reports will include a detailed analysis of financial and non-financial barriers.

The EOG will then present their findings to government, setting out progress and next steps. MBIE will then work with the EOG to identify potential public and private funds to deliver initiatives.

This document, the earlier discussion document and associated files, papers and briefings developed while preparing the plan are available at [www.southlandjusttransition.nz](http://www.southlandjusttransition.nz).

The Secretariat will regularly update the website to include monthly reports from work stream leads to the EOG.

If you would like to be involved in any of the just transition working groups, or if you would like to feed into their work, please email [justtransitions@mbie.govt.nz](mailto:justtransitions@mbie.govt.nz)



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