



Appendix 1 ~ Three Year Action Plan

This Action Plan puts the Strategy into action. The Strategy’s focus is over a period of at least 10 years. The Action Plan covers three years. Each year it will be revised and updated.

	PARTNER AGENCIES	FOCUS AREA	
A GLOBALLY COMPETITIVE FIRMS	Rotorua District Council Scion Wairekei Bay of Plenty iwi New Zealand Trade and Enterprise Ministry of Agriculture and Forestry	Forestry: Alignment between Rotorua and Eastern Bay of Plenty	
	Food Bay of Plenty New Zealand Trade and Enterprise Priority One Toi-EDA Natural Products Ltd Rangitikei 291A Trust Whakatane Bay of Plenty iwi	Food processing and Cultivation: Food and Beverage Alignment across the region. Innovation Centre (Food, Horticulture & Nutraceuticals, and Innovation Park)	
	Toi-EDA MaintainNZ Industry	Niche Manufacturing: Maintenance Engineering	
	Tri-lateral partners (Foundation for Research Science and Technology, Tertiary Education Commission, New Zealand Trade and Enterprise)- Page Macrae	Niche Manufacturing: Titanium Alloy	
B WORLD CLASS INFRASTRUCTURE	Environment Bay of Plenty The 7 Bay of Plenty Councils Toi-EDA Community Outcomes Bay of Plenty	Transport and Logistics: Infrastructure	
	Rotorua District Council Toi-EDA Priority One Tertiary Education Commission Bay of Plenty Polytech Waikato University Awanuiarangi Wairekei Community Outcomes Bay of Plenty	Tertiary Education and Research: Progress the development of regional partnerships with targeted tertiary research institutions that support and accelerate innovation and entrepreneurship and assist to internationalise the region's businesses.	
	Department of Labour Ministry Of Social Development Waikato Uni Toi-EDA Priority One Rotorua District Council Environment Bay of Plenty Tertiary Education Commission	Labour and Skills: Attract and develop the required skill resource to meet industry needs.	

YEAR 1	YEAR 2	YEAR 3
<p>Biomaterials – Natural Materials Innovation Centre: research and development and commercialisation of innovative solutions/usage for forestry and indigenous plant and agriculture (animal fibre).</p> <p>Develop a business case for the development of a Natural Materials Innovation Centre in collaboration with both private and Enterprise Partnership funding through Central Government.</p> <p>Establish Rotorua and the Bay of Plenty as the Australasian hub, and ultimately the global centre for research and development and commercialisation of natural materials initiatives.</p>		
<p>Develop a database of all food producers and processors, identifying those with export and competitive capabilities and existing collaborative arrangements.</p> <p>Identify product development opportunities and avenues to improve industry competitiveness and efficiency.</p> <p>Capability profile of the food sector:</p>	<p>Prioritise new regional initiatives for export market development opportunities as identified by the strategy. Identify and promote joint product manufacturing for export Identify and assess collaborative routes to identified export markets.</p> <p>Develop additional food sector profile and events aimed at highlighting the food sector potential of the Bay of Plenty.</p>	<p>Establish export opportunities.</p>
<p>Support MaintainNZ as it changes its business model to continue to provide best practice maintenance engineering on a national level.</p>		
<p>The Bay of Plenty is set to become the centre of excellence for metallurgy. This would see the establishment of an applied powder metallurgy centre with associated training facilities – likely to be established at the Bay of Plenty Polytechnic.</p> <p>An independent assessment of titanium powder metallurgy has highlighted the potential to involve over 400 companies and create an industry worth NZ\$1 billion in 10 years. The potential is national – but the powder manufacturing process has significant Bay of Plenty investment and is being established in the Bay of Plenty. The first level of consolidators are also in the Bay of Plenty.</p>		
<p>Support the establishment of appropriate infrastructure to ensure that economic development is not constrained (ie., roading, rail, broadband, industrial land, energy, Port of Tauranga, and Rotorua Airport).</p> <p>Support the progression of BOPLAS focus on broadband to establish a region-wide fibre link.</p>		
<p>More investment is needed in tertiary education, research and development, as well as a focus on basic numeracy and literacy to up-skill the whole workforce.</p> <p>Sector-focused tertiary education and research (currently cross border restrictions and poor alignment).</p> <p>Maintain collaborative relationships between education providers, key industry sectors, business support organisations and local government.</p>		
<p>To collaborate with representatives from government and the economic development agencies to form a Bay of Plenty Skills working group and agree on a terms of reference for how we will work together on regional skills issues, agree on priority areas, and integrate the regional strategy with the New Zealand Skills Strategy.</p> <p>a. A business case that outlines the elements of developing a Bay of Plenty labour market skills action plan, that includes:</p> <ul style="list-style-type: none"> · Completing a review of current sub regional employment and skills action plans. · Completion of research into the future skill needs of industry in the Bay of Plenty as a basis for a Bay of Plenty skills action plan. · Developing a labour market skills action plan for the Bay of Plenty and to scope its implementation requirements. 		



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C ENVIRONMENTALLY SUSTAINABLE	Environment Bay of Plenty University Waikato University Bremen Priority One Foundation for Research Science and Technology Tertiary Education Commission	Coastal Research: Intercoast	
	Rotorua District Council- Tourism Bay of Plenty Tourism Rotorua Toi-EDA	Tourism: Alignment across the region.	
	Te Puni Kōkiri Bay of Plenty iwi	Maori Economic Development and Resource utilisation: Develop	
		Maori Economic Development and Resource utilisation: Land use	

YEAR 1	YEAR 2	YEAR 3
<ul style="list-style-type: none"> b. Support the Workforce/Workplace Productivity agenda, that includes the up-skilling of workers through potential numeracy and literacy projects in the Bay of Plenty. c. Raise awareness of effective skill programmes across the Bay of Plenty. d. Improved Skilled Migrant utilisation. e. Workforce under-utilisation (mature workers, returning mothers, unemployed, youth). <ul style="list-style-type: none"> · Assist the Horticulture/Kiwifruit industry to meet their significant labour shortage needs in the Bay of Plenty, by sourcing New Zealand workers first and skilled migrants through the Department of Labour Recognised Seasonal Employer scheme. · Assist with health initiatives in the region that work towards increasing the region's productivity. Encourage the uptake of workers into the health sector – eg, via the Clinical School, and through programmes such as the INSTEP and Skilled Migrant programmes. 		
<p>INTERCOAST (Integrated Coastal Zone and Shelf-Sea Research) – a proposed German - New Zealand International Graduate Research Training Group. PhD students from Bremen University will visit the University of Waikato for at least one third of their three year term. During the visits, they will work together with leading scientists in their research fields. The results are expected to contribute to sustainable development issues in the North Sea and Bay of Plenty coasts. A funding proposal will be submitted to the German funding body in October. If successful, INTERCOAST will commence in 2009. It is envisaged that the initial 13 PhD research projects, and 2 post-doctorate projects are to be focused on research problems of the Bay of Plenty.</p>		
<p>Facilitate the development and implementation of an integrated regional tourism strategy and action plan that includes the three sub-regions, but recognises the strengths and direction of each.</p> <p>Build on the brand being developed by Rotorua International Airport.</p>		
<p>Collaborate and co-ordinate partnerships between public agencies and iwi to foster Economic Development and capitalise on strengths and opportunities.</p> <p>Incorporate Maori Economic Development into sector projects and skills and education initiatives.</p> <p>Maori commercial development and leadership.</p> <p>Carry out a review of the economic base of Maori resources in the Bay of Plenty.</p>		
<p>Establish tools to enable Maori to diversify their land use, skills and succession planning, and commercial leadership.</p> <p>Support the incubator-style pilot (called Te Arawa Land Use Futures Incubator) initiated by Rotorua Lakes and Land Trust. It is aimed at providing a targeted group of Maori landowners with their own administrative capacity and resources to engage in the future land-use planning decisions around the Rotorua lakes, and to help Maori landowners better understand land use planning and development options. Commercial capacity will be built in-house.</p> <p>Support the work being initiated in the Eastern Bay that has identified a cornerstone Maori land use initiative. A database of all medium to large Maori land blocks in the Eastern Bay of Plenty indicating current/potential land use (dairy, forestry, maize, horticulture, unproductive) current/potential Maori land governance/management-business structures (Trusts, Companies), risk/investment/return profiles for each block's governance entity.</p>		



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D INNOVATIVE AND PRODUCTIVE INDUSTRY SECTORS	Priority One New Zealand Trade and Enterprise Investment New Zealand Marine Industry Association Tauranga Marine Industry Assoc Westhaven Refit Group Tauranga City Council Environment Bay of Plenty Tauranga Energy Consumer Trust	Marine: Harbour Central Marine Precinct	
	Priority One Western Bay of Plenty ICT Cluster Rotorua District Council New Zealand Trade and Enterprise Ngati Whakaue Bay of Plenty Polytech Wairekei Waikato University	ICT: Link ICT businesses throughout the region to maximise collaborative opportunities and stimulate business growth.	
	Environment Bay of Plenty Bay of Plenty Polytech Waikato University New Zealand Trade and Enterprise Te Puni Kokiri Iwi Te Ohu Kaimoana	Aquaculture: Establish a significant Aquaculture industry in the Bay of Plenty.	
MONITORING AND COMMUNICATIONS	Environment Bay of Plenty Priority One Toi-EDA Rotorua District Council	Consultation and Communication	
	Environment Bay of Plenty Priority One Toi-EDA Rotorua District Council	Monitoring and Evaluation	

	YEAR 1	YEAR 2	YEAR 3
	<p>Business case to establish a harbour precinct in the Western Bay of Plenty which will operate collaboratively with other precincts in Whangarei, Westhaven and the proposed Hobsonville precinct.</p> <p>(Add in some info here on Coastal Research).</p>	<p>Identify and obtain investment funding to begin phased development of the Marine Precinct.</p> <p>Commence development of infrastructure to service a mix of vessels.</p>	<p>Consolidate the commercial development on site. Identify tenants as well as start to grow the re-fit business on the industrial side of the site.</p>
	<p>Opportunities for businesses to share resources and collaborate on tenders for national and international projects.</p> <p>Attract ICT research providers.</p> <p>Encourage the exporting of ICT products and generate collaborative opportunities with other sectors using ICT as an export enabler. The long-term objective is to create an environment in which local ICT companies can become world-class businesses, while also increasing ICT uptake to lift productivity throughout the economy.</p> <p>Establish a technology centre of excellence in the region.</p> <p>Develop initiatives to increase ICT professionals in the region to alleviate growing skill shortages.</p> <p>Develop collaborative opportunities within the sector and with other sectors (eg., export and manufacturing).</p> <p>Capability improvement in product development, commercialisation and exporting.</p> <p>Identify niche market opportunities.</p> <p>Grow global relationships.</p> <p>Identify and deliver projects that generate revenue streams to ensure cluster sustainability.</p>		
	<p>Work with all key stakeholders across the region – industry, science and research, iwi, local and central government – to establish a Bay of Plenty Aquaculture Strategy.</p> <p>Identify aquaculture opportunities in relation to geothermal energy.</p> <p>Support the exploration of options for the proposed Opotiki Harbour development.</p>		
	<p>Region-wide communication will occur as progress happens. This will occur throughout the implementation of the Strategy.</p>		
	<p>Monitoring will occur throughout the Strategy implementation to ensure key milestones are being met.</p> <p>Annual evaluation against milestones.</p>		