

Learn Queenstown Lakes Stakeholder update



*Mahi*QL WORKFORCE
LEADERSHIP
STRATEGY

October 2024

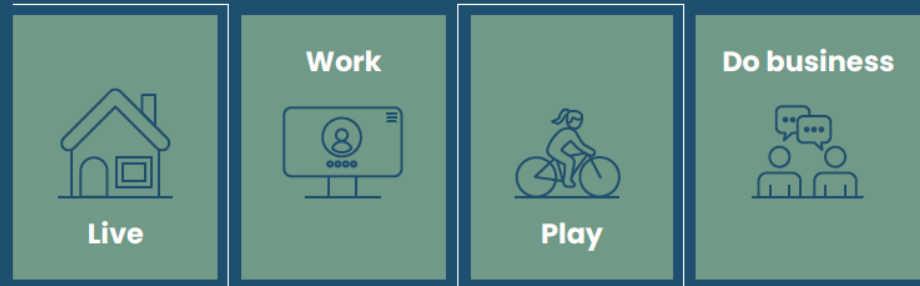
Queenstown
Business
CHAMBER OF COMMERCE

 **Wānaka**
Business Chamber

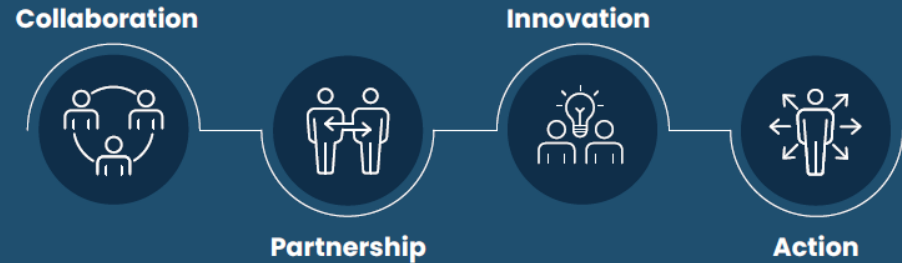
Our vision

Queenstown
Lakes: The best
place in the
world to live,
work, play and
do business.
Our workforce
and business
community
thrive together.

STRATEGIC PILLARS



PRINCIPLES FOR DELIVERY



SHAPED BY KĀI TAHU VALUES



WHY IT'S IMPORTANT



Live

At a fundamental level, the ability of our people to work and stay in the Queenstown Lakes relies on their ability to establish a home, feel welcome, access services, enjoy a strong community connection and social cohesion. With a long term, thriving future in mind, our focus on workforce needs to start with these basic necessities.



Work

Our workforce can and should be able to expect a great experience of their work in the Queenstown Lakes; and see opportunities to grow and develop their careers here into the future if they choose to. We recognise and are committed to learning and development opportunities for our people. We also commit to holding ourselves accountable as employers.



Play

Our unique place and lifestyle opportunities are our key value propositions. We recognise the need for an active talent attraction brand; and for our business practices to enable our workforce to genuinely get out to enjoy the place we call home, in the way they choose to do so. The wellbeing of our working community is a priority.



Do Business

This work is fundamentally about the development of sustainable workforce supply to the district, across the range of current and future industries that operate here. There is also an opportunity to support business capability building in a way that embraces innovative and sustainable work practices, focused on productivity, not just volume.

OUTCOME STATEMENTS

Workforce Outcomes

Our diverse workforce is connected to our unique place through a strong sense of community, connection, belonging and social cohesion.

Talent stays in the district longer because they enjoy their work, and see an inspiring future here.

Talent is inspired to relocate to the Queenstown Lakes to live, work and play.

Opportunities for work encourage new businesses and industry to operate here.

WHAT SUCCESS LOOKS LIKE

People who move here for work are readily welcomed into our community, armed with the tools they need to get established

Talent currently commuting out of the district see opportunity and options to engage in work and business, within the Queenstown Lakes.

We embrace innovative and flexible models for work, that truly enable our workforce to get out and enjoy the place we call home.

Business owners, leaders and managers have the skills and expertise to effectively plan for and secure the talent and skills they need.

Suitable housing is available and accessible for our workforce across all sectors

Queenstown Lakes is a destination for education, learning and development.

Workers past and present are advocates for the Queenstown Lakes.

Our business community is willing and able to adapt their business models for engaging talent over the long term.

Access to public transport, health services, community facilities and schooling supports the wellbeing of our workforce and enables them to thrive

Businesses recognise the strength in our diverse workforce, and take active steps to support and grow diversity across the board.

Queenstown Lakes is a place to experience work / life balance, wellbeing and lifestyle.

Queenstown Lakes has an active voice in policy setting across central, regional and local government that impacts workforce (immigration and other).

Smart data enables a clear view of our collective workforce; and tracking of progress

Learn Queenstown Lakes

A coordinated approach to quality assured learning & development across the Queenstown Lakes District

What's it about?

- Understanding regional learning & development needs
- Sourcing and identifying providers
- Closing skill gaps

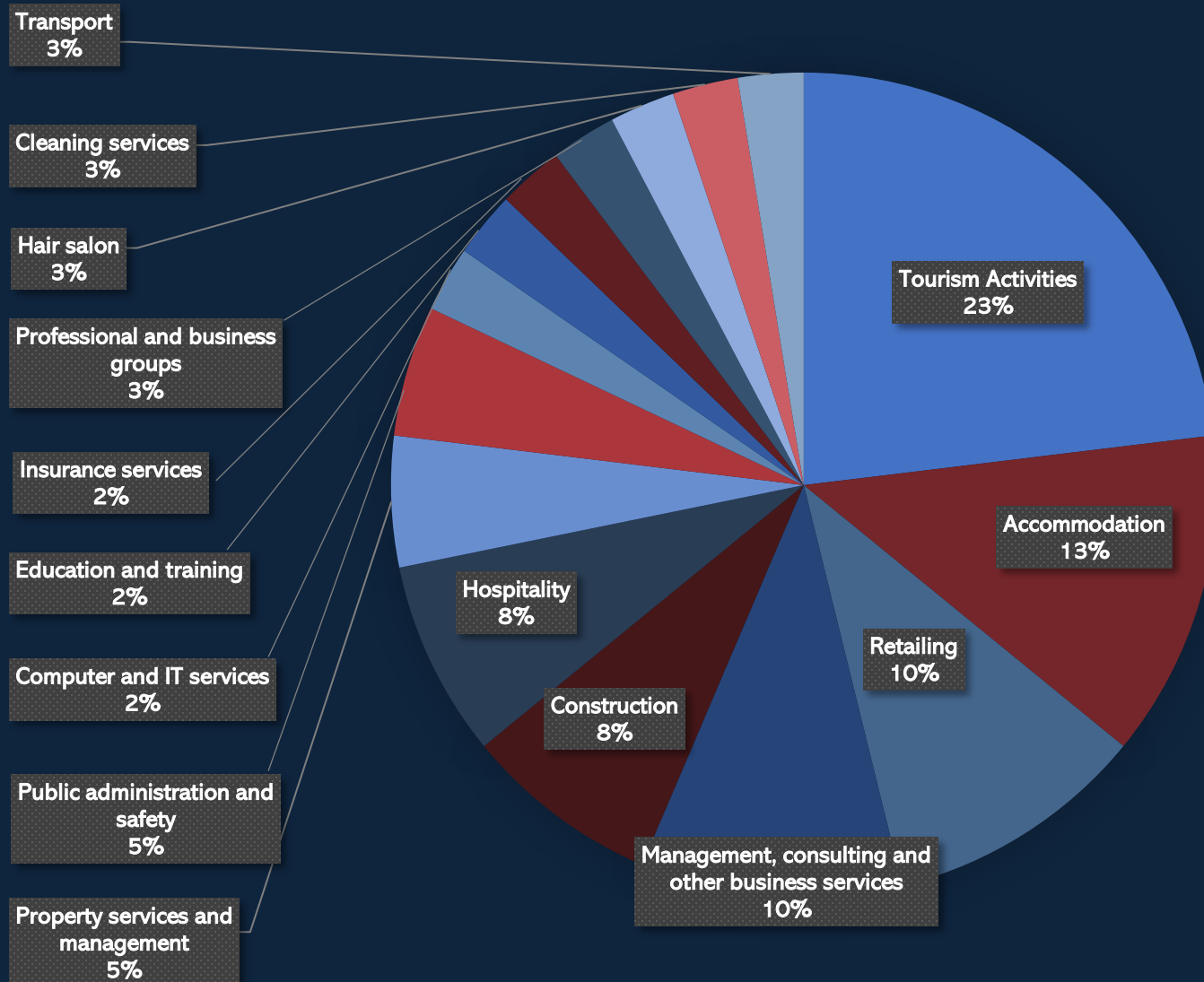
Desired result

Higher skilled and engaged workforce

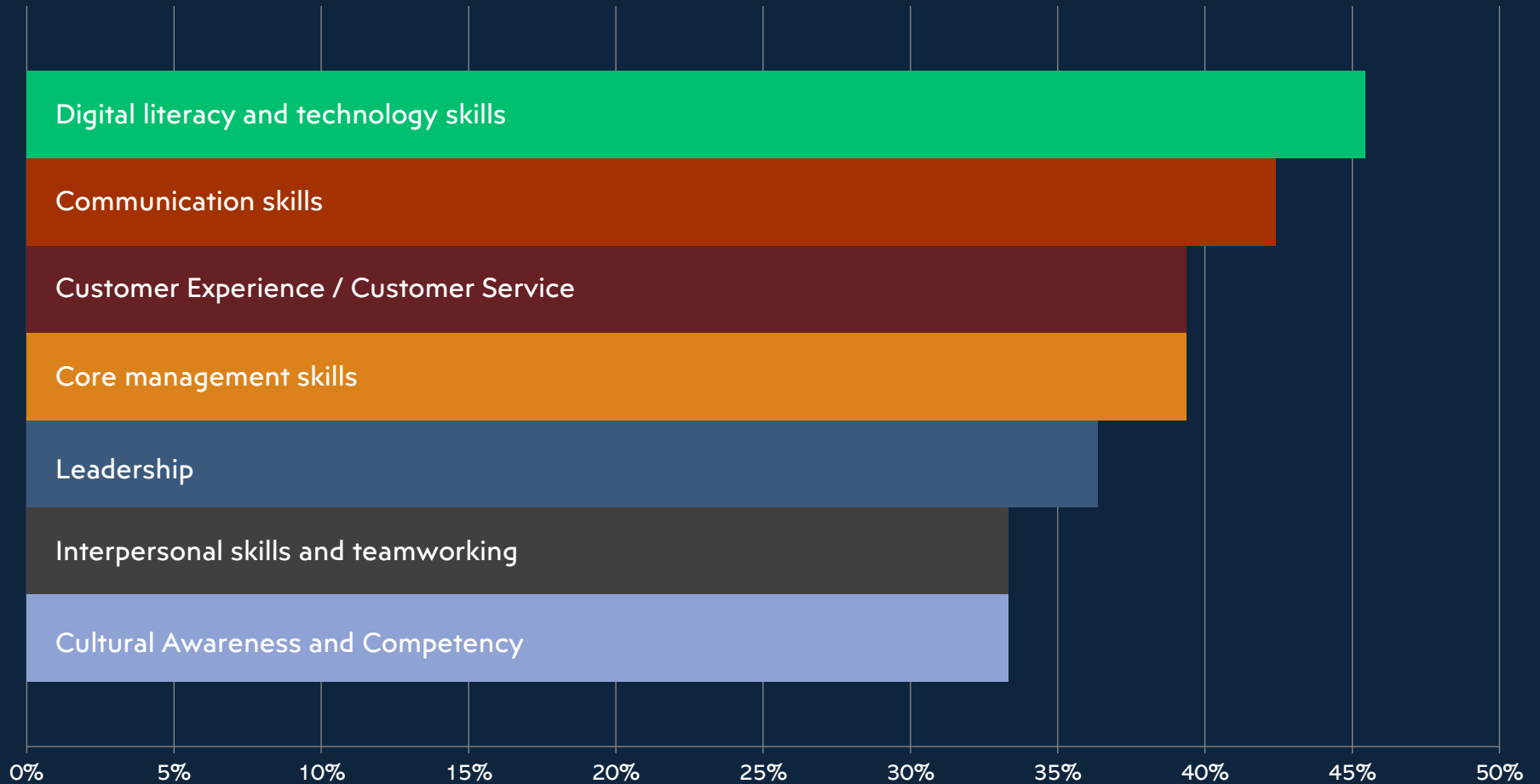


Industry Representation

39 responses total
60% with 21 or more employees

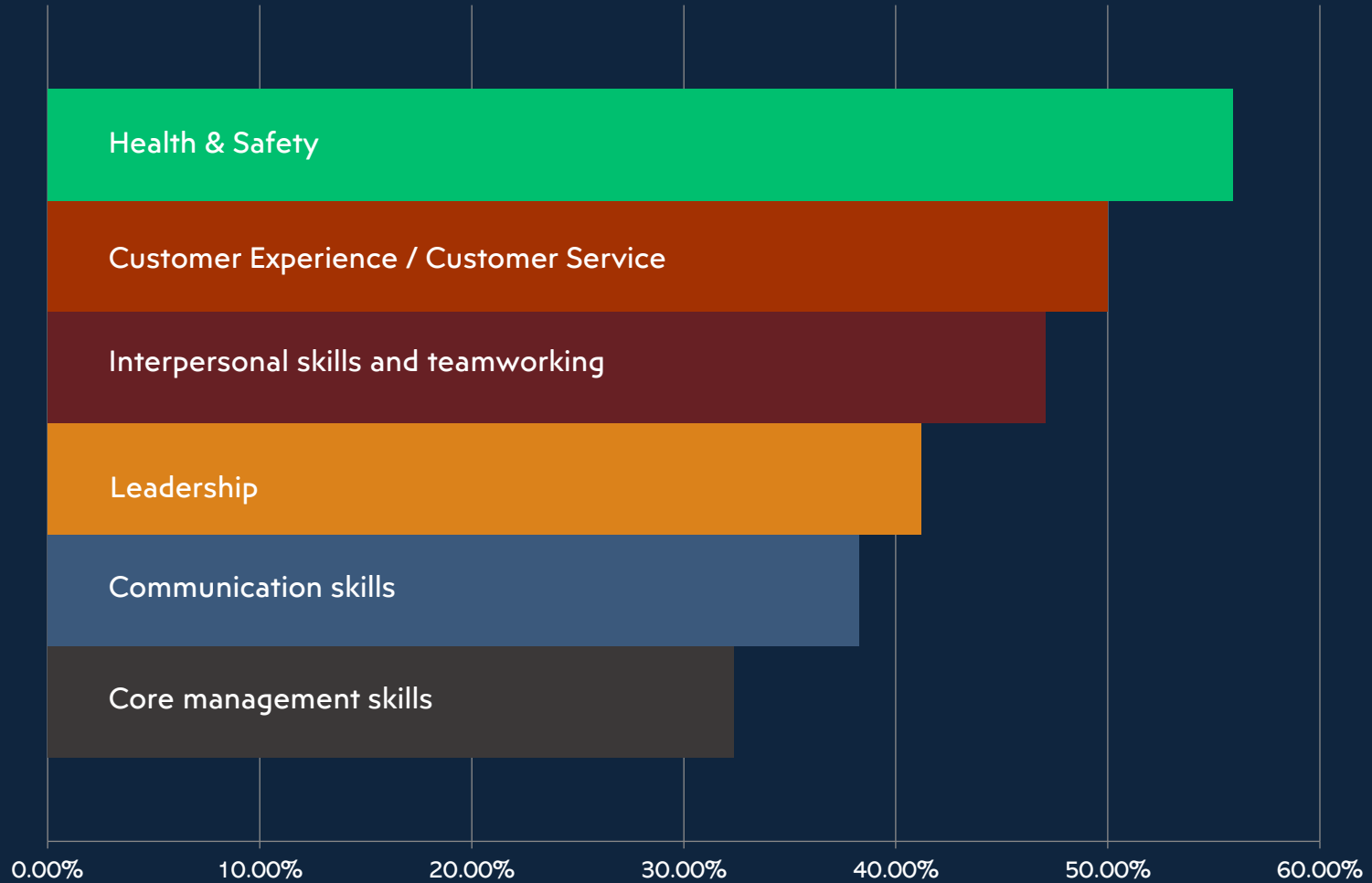


Top Skills Gaps



Topics respondents already deliver in house

And don't necessarily need external assistance with



Topics we are seeking quality providers for

60% of respondents said they are not struggling to find quality providers. For those who are, the topics we are seeking great providers on are:

Skills	Behavioural competencies
Sales & sales management	Customer service/customer centric approach
Project management for non-project managers	Leadership
Construction site specific (foreman, site manager etc)	DISC, and/or 360 reviews
Change management	“Soft Skills”
Management	Executive Development, based locally
Forklift	
Preparing the business for awards (including applications)	
Cookery, Culinary	

Topics employers have offered support to others on

Personality profiling	Team values	Created systems
Learning to listen and understand	Team fun	HANZ Emerging Leaders
Inclusion – accessibility	Social responsibility	Regenerative Business Practices
Destination Marketing	Tourism Industry Info & Resources, including data & insights	Carpentry Apprentice skills
Health & safety	Leadership	Marketing
AI	Industry Leaders	

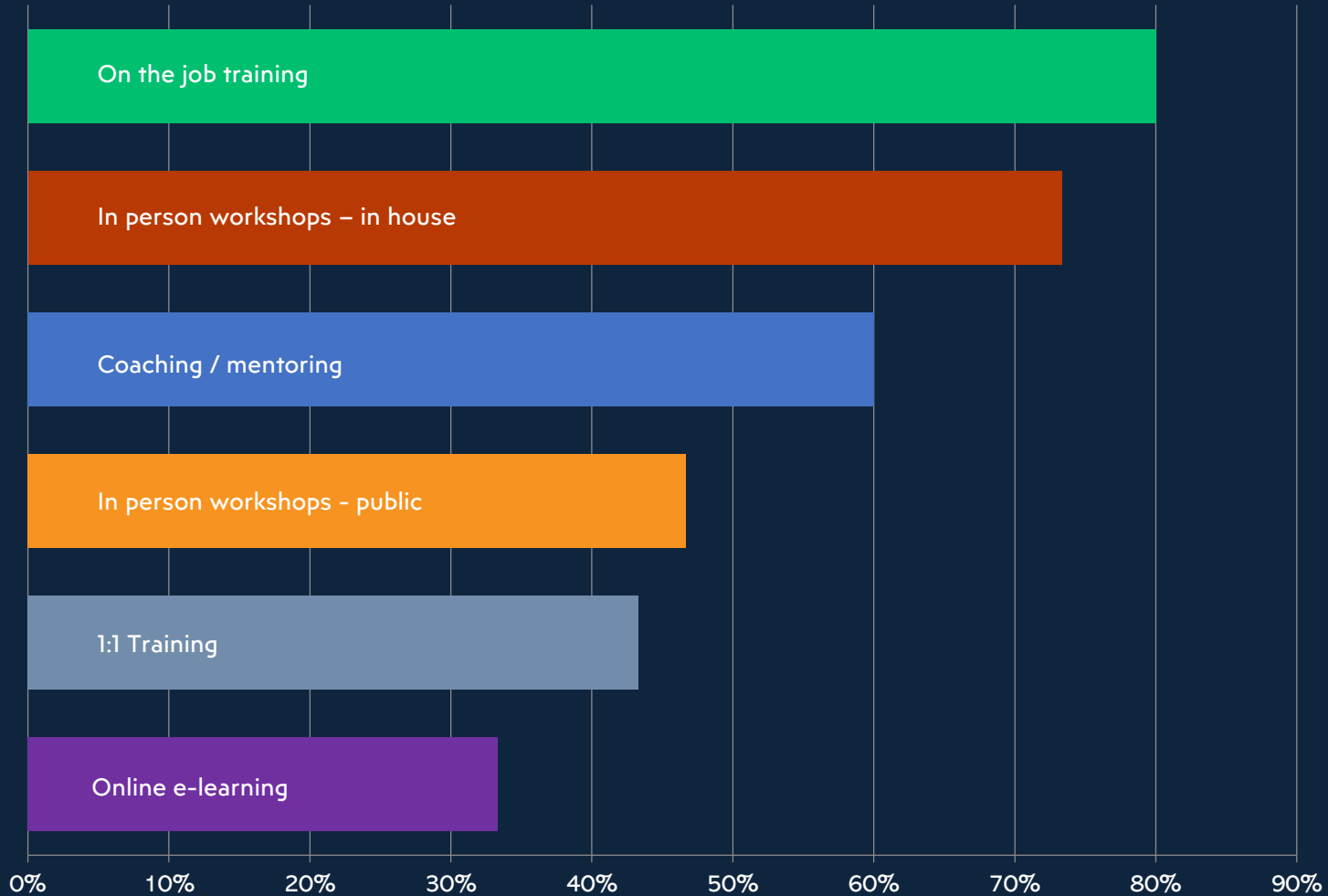
Topics we would like to work with other employers on

1. Core Management Skills
2. Leadership
3. Health & Safety
4. Team work
5. Sales

Other topics mentioned:

Project Management	Customer Service / Customer Centric	Culinary	New & emergent technologies
Financial skill building	Conflict resolution	Communication skills	Organising & Planning
Diversity, Equity, Inclusion & Belonging	Cultural Awareness	Apprentice training	Electrification
Security	Sustainability	Carbon measurement & reduction	Emergency preparation and resilience
Overcoming mind & belief blocks	Local Area Knowledge	Community involvement	Social Responsibility
Health & wellness	Mental Health	Emotional intelligence	Networking more productively
Forklift training			

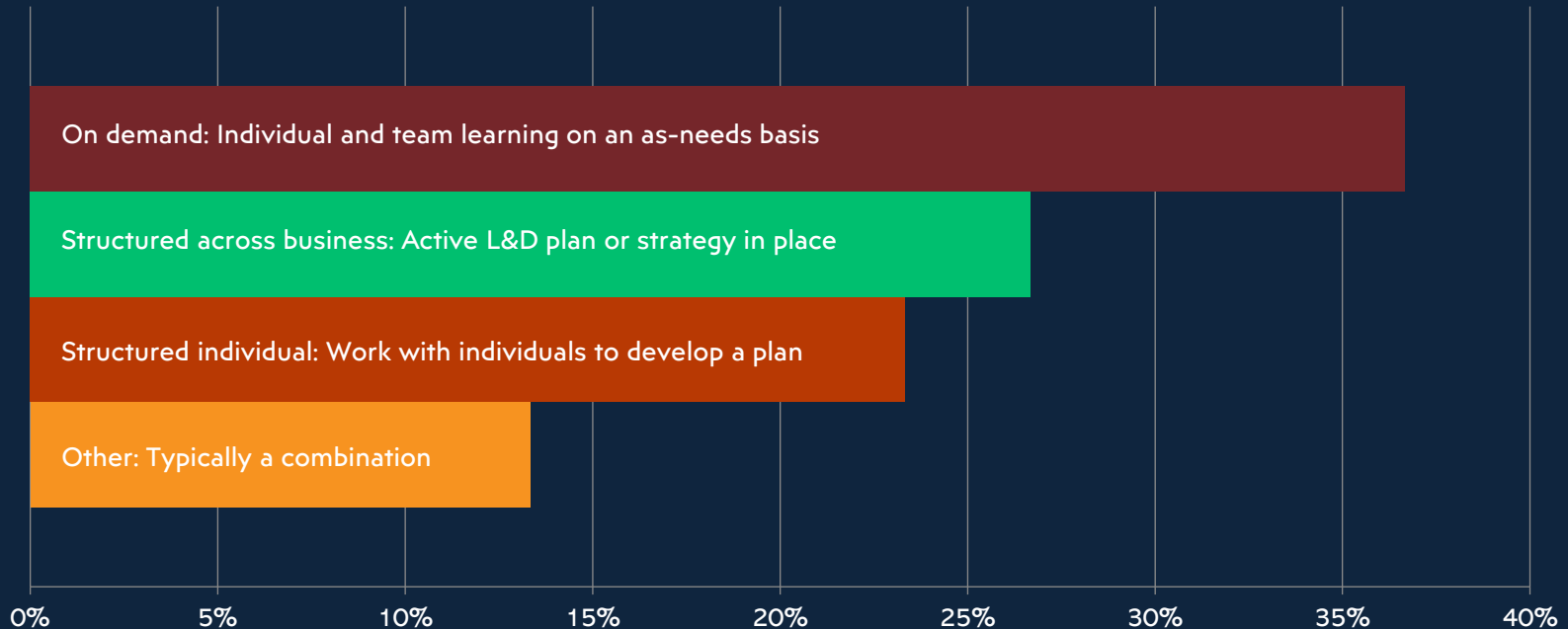
Learning format/delivery respondents find most effective



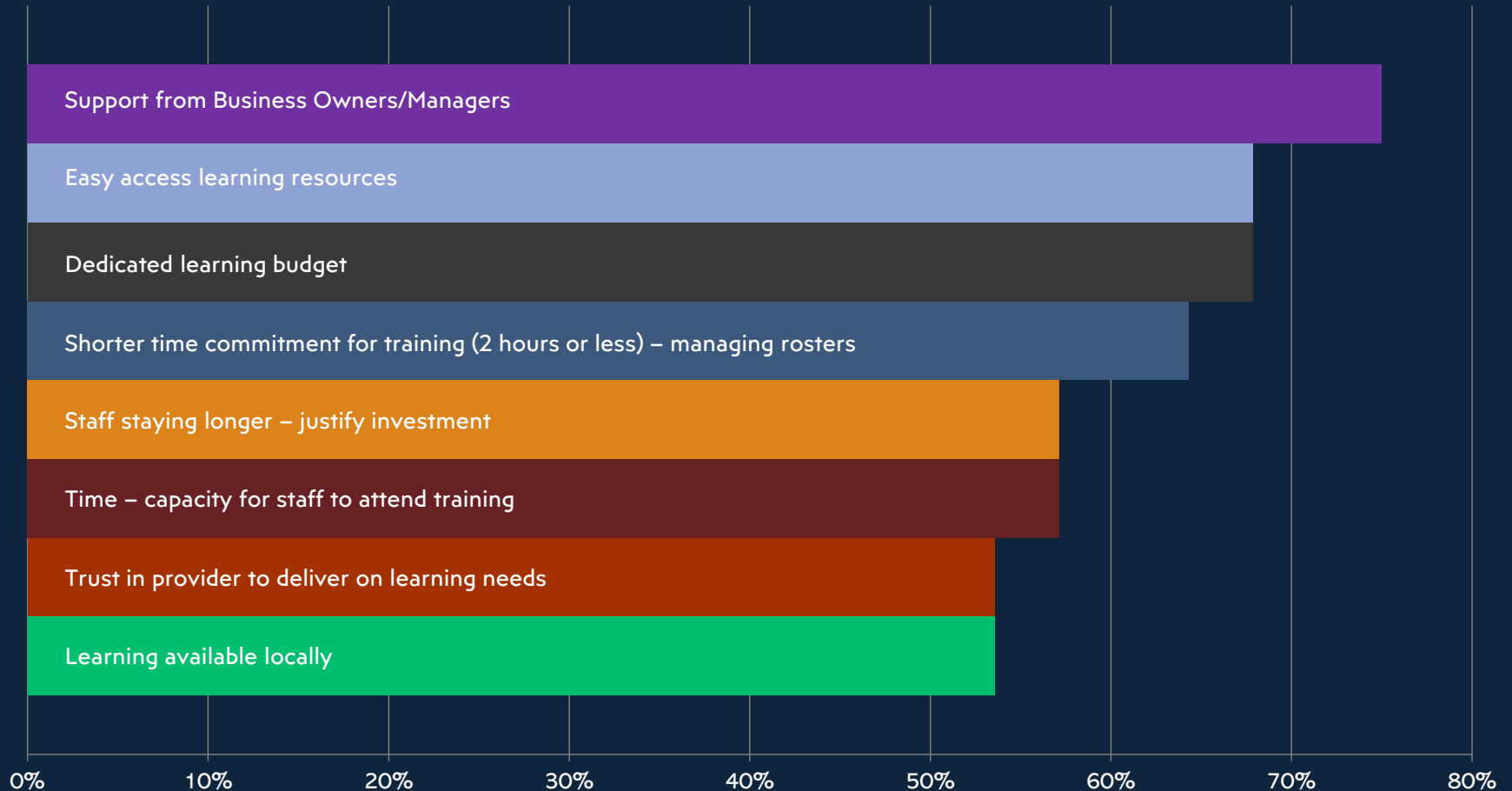
How respondents plan for learning & development

- 63% of respondents have a dedicated L&D budget
- 26% of respondents have an active L&D strategy or plan in place

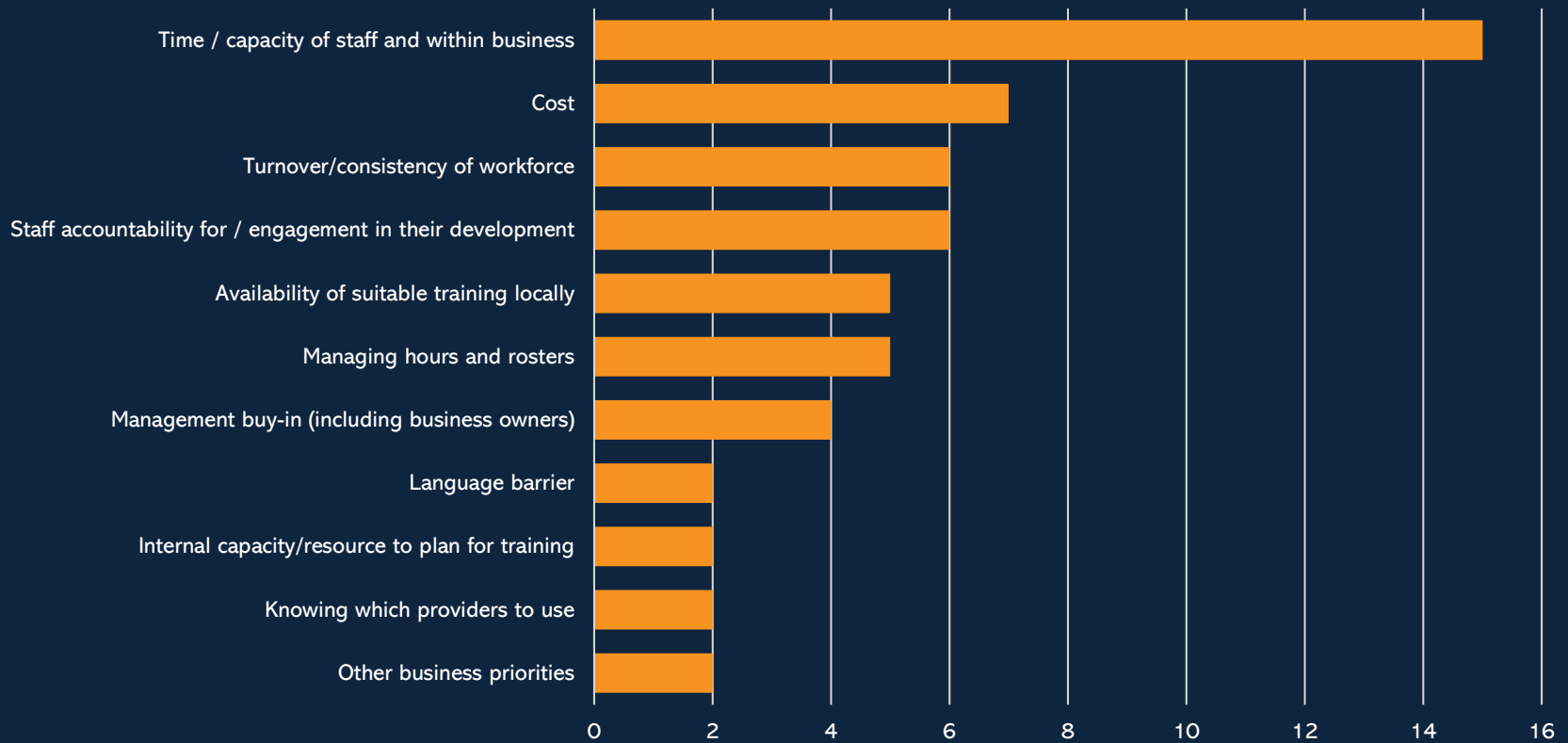
Active planning is done:



Enablers to making L&D available



Barriers to L&D



Resources & support employers are seeking

- Low cost, effective learning & development to close skill gaps
- Visibility of good local public offerings
- Short training bites available locally
- Blended delivery models – in person/online
Includes supporting tech that is easy to use, engaging, intuitive
- Open collaboration with other businesses
- Work with other businesses to deliver training around rosters
i.e. for core skills, offer same content more often
Share costs & scheduling with other employers
- Grants could be a great incentive for study
- Professional support for leaders to develop L&D structures & measure impact



Comments / Thoughts / Questions

Learn Queenstown Lakes

The opportunity

Workstreams:

1. Supplier Schedule
2. Joined up learning programmes
3. Tertiary Education Sector engagement
4. Regular Employer / Supplier L&D Forum
5. Industry-specific collaboration (technical skills)

Learn Queenstown Lakes

Supplier Schedule

Identified output of Learn Queenstown Lakes Stage One

Next project step: Supplier Engagement October/November 2024

- Capturing a schedule of existing programmes and providers operating in the district
- Core focus on skills gaps and topics raised through employer survey
- Understanding grants/TEC funding that may be available through existing offerings
- Making a live schedule easily available to employers, in a way that can be easily updated over time (or periodically). Limiting administration (and cost) where possible

This will not be:

- A request for proposal for new providers or content
- An exercise to identify preferred suppliers

Learn Queenstown Lakes

Joined up programmes

Visibility of quality providers and/or working with other businesses and employers to develop targeted content on:

Core management skills	Leadership	Sales
Interpersonal Skills & Teamwork	Health & Safety	Digital & technology
Cultural Awareness and Competency	Culinary	



Culinary School initiative

Opportunity to build on range of work already undertaken to offer collective and structured approach to :

- a) Attract skilled chefs
- b) Qualify chefs

Learn Queenstown Lakes

Tertiary Education Sector Engagement

Active engagement with Tertiary Sector

To support employers in understanding offerings

Noting a range of content in development at the moment with providers seeking feedback

- Vocational Education and Training
 - Otago Polytechnic
 - Southern Institute of Technology
 - ITO's
- Queenstown Resort College
- Otago University
- Other tertiary providers already based in the Queenstown Lakes

Learn Queenstown Lakes

Regular Learning & Development Forum

Regular forum of employers & suppliers to discuss Learning & Development in the Queenstown Lakes District

An opportunity to:

1. Share information
2. Provide light-touch education and upskilling to business
3. Focus on key skills gaps, and opportunities to develop joined-up programmes (could include focus/working groups in key topics)



- Dedicated facilitation required? Associated cost?
- Format? i.e.:
 - Online (meetings, or digital forum i.e. LinkedIn, Slack, Yammer, Teams?)
 - In person
 - If yes, how regular?

Learn Queenstown Lakes

Industry specific collaboration – technical specialists

Industries specifically identified through survey

1. Construction
2. Legal
3. Cookery / Culinary



- Other industries this could apply to?
- What role could/should Learn Queenstown Lakes play in industry-specific groups?
- Dedicated facilitation required? Openness to cost if yes?

Measuring Progress

- **Learning Surveys**

Agree programmes / opportunities for collated data

- **Regular employer surveys**

6 monthly / annually



What does success look like for business?

E.g.

- Increased learning uptake
- Decreased turnover



Feedback / Suggestions / Thoughts

Employee Voice Data Project

5 Employers to be confirmed by 11 October

Industries:

- Accommodation
- Hospitality
- Tourism
- Retail
- Local Government

Aggregated employee voice data available May 2025





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