

ROTORUA EMPLOYMENT SKILLS STRATEGY

Prepared for
Rotorua Employment Skills Steering Committee
by
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EXECUTIVE SUMMARY

- Over the past two years, skill shortages have emerged at both local and national levels as New Zealand experiences a sustained period of economic growth and relatively low levels of unemployment.
- While central government has a number of current and planned initiatives to counter skill shortages at the national level, in Rotorua representatives from industry sectors, employers and education and training agencies have taken a collaborative approach to local employment and skill issues.
- The Rotorua Employment Skills Project was commissioned in November 2002 by Waiariki Institute of Technology, Work and Income, Tertiary Education Commission, and Rotorua District Council.
- The two purposes of the project were to gather information from local employers on job vacancies and skills needed, both now and in the next five years, and to develop action plans to resolve sector-specific skill shortages.
- The strategy development process involved a large number of individuals and organisations that participated by way of a written survey, face-to-face interviews and industry sector workshops. This inclusive project strengthened relationships within industry sectors and between industry, education and training providers, central government agencies and local government.
- The mission of this strategy is to ensure that employers in Rotorua District have the right people with the right skills in the right place at the right time.
- A number of immediate responses have resulted from the project, including the Youth Pathways Project and a range of new training opportunities.
- Industry cluster groups form the basis of strategy implementation. With administrative support from Rotorua District Council, the activities of these cluster groups will include:
 - Improving communication flows between Rotorua industries and education and training providers.
 - Developing sector-specific marketing material to attract skilled staff.
 - Promoting industry best-practice in terms of recruiting and retaining skilled staff.
 - Promoting industry best-practice for ongoing staff development.
 - Coming up with new ideas to ensure that the right skills are in the right place at the right time for Rotorua's employers.
- The Rotorua District Council Economic Development Unit and Community Policy Department (RDC) will coordinate strategy implementation, including support and information for industry cluster groups and other key stakeholders. This does not mean that RDC takes responsibility for achieving all the action plans – only for making sure that the strategy 'stays on track'.

- The strategy focuses on six areas, with key objectives and associated action plans for each area, as outlined in the table below.

STRATEGIC AREA	OBJECTIVES
1. Communications and Marketing	<ul style="list-style-type: none"> • Open pathways and develop information sharing relationships between schools, training providers, industry and the community. • Ensure training providers have links in industry that provide support and assessment and help the providers to ensure that trainees develop the needed skills. • Raise awareness of the opportunities within Rotorua's key sectors.
2. Industry-Education Partnerships	<ul style="list-style-type: none"> • Open pathways between schools and industry. • Ensure the seamless transition for trainees from training into full-time work. • Provide applied learning opportunities for school students.
3. Industry Best-Practice	<ul style="list-style-type: none"> • Alternate seasonal labour shortages in Rotorua. • Provide easier entry into work particularly for those who hold multiple jobs and study. • Coordinate part-time and casual positions to provide full-time job opportunities. • Encourage the development of entrepreneurs and sustainable businesses. • Develop a coordinated approach to educate employers about employment practices, human resource management, their responsibilities, the importance of a positive work environment, and the benefits of investing in professional development for staff. • Assist access to professional development opportunities and provide professional development incentives where wider benefits to industry sectors in Rotorua will result. • Recognise and celebrate excellence in the Rotorua business and education community, and lift the profile of occupational groups. • Provide a vibrant retail environment. • Assist access to local education and training opportunities.
4. Career Planning and Support	<ul style="list-style-type: none"> • Recognise the importance of the role of school careers advisors in identifying career pathways for students. • Ensure careers advisors have links with key industry people. • Encourage unemployed people to take up jobs and careers and link work readiness training to first stage employment training. • Networking in collaborative ways between community groups and employers to initiate contact with people who are not in the workforce or education/training. • Provide assistance to support career options.
5. Youth Transitions	<ul style="list-style-type: none"> • Encourage school students and school leavers to take up careers or further education. • Provide work experience and earning opportunities for Rotorua school students. • Undertake people-building activities to lift attitude and work ethic of young people within the Rotorua community and improve their employability.
6. Destination Marketing	<ul style="list-style-type: none"> • Promote Rotorua as a destination for working and living to highly skilled people. • Lift the collective perception of the city by raising awareness within the community of the positive aspects about living in Rotorua. • Rotorua is recognised as a leading education and training destination for key local industry sectors.

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1.0 INTRODUCTION

The Rotorua Employment Skills Project was commissioned in November 2002 by Waiariki Institute of Technology, Work and Income, Tertiary Education Commission, and Rotorua District Council. Its two purposes were to gather information from local employers on job vacancies and skills needed, both now and in the next five years, and to develop action plans to resolve sector-specific skill shortages.

A large number of individuals and organisations participated in the strategy development process by way of a written survey, face-to-face interviews and industry sector workshops. With the exchange of information, this inclusive project strengthened relationships within industry sectors and between industry, education and training providers, central government agencies and local government.

2.0 EMPLOYMENT SKILL GAPS IN ROTORUA

Following a peak unemployment rate of around 13% in the early 1990s, unemployment has fallen in Rotorua over the past decade. Census results (2001) reveal a substantial increase in labour force participation, including growth in both full-time and part-time employment. Rotorua's occupational profile has also changed, with fewer agricultural workers and increased numbers of manufacturers, professionals, teachers and other service occupations. Fast-growing industry sectors included trade and tourism, machinery and equipment manufacturing, wood products manufacturing, health, education, forestry and transport.

Over the past two years, skill shortages have emerged at both local and national levels as New Zealand experiences a sustained period of economic growth and relatively low levels of unemployment.

While central government has a number of current and planned initiatives to counter skill shortages at the national level, in Rotorua representatives from industry sectors, employers and education and training agencies have taken a collaborative approach to local employment and skill issues.

In August 2002 an employment skills reference group of representatives from local education and training organisations and key industry sectors was convened to guide the project. The Rotorua Employment Skills Survey was commissioned to gather information from local employers on job vacancies and current and future skill and knowledge needs. The survey was undertaken during the period November 2002 to January 2003. A total of 1,021 Rotorua employers participated by completing a self-return survey. In addition, 324 employers were interviewed by telephone or in person to collect more in depth information on local employment and job skills issues.

The results of the survey highlighted issues facing key industries in areas such as seasonality, current vacancies, staff turnover, future employment projections, changing skills and knowledge needs, and desired education and training programmes.

Key survey findings were as follows:

- Almost 20% of businesses in the sample identified current vacancies, most of which were full-time positions.
- Significant increased demand was forecast for services and sales workers and tradespeople. The majority of service and sales workers were employed within the

wholesale and retail, tourism and hospitality and professional and business services sectors. Future demand for tradespeople was most significant for the manufacturing and engineering and construction sectors.

- Some 29.1% of employers indicated that staff turnover was an issue in their industry.
- Respondents were asked to rank education and training programmes that they or any of their employees used as “good”, “average” or “does not meet requirements”. There was a wide variation in satisfaction levels across sectors. About 75% of respondents in wholesale and retail felt that programmes in their sector were good, compared with only 41% in the construction and transport sectors.

Further information about the Rotorua Employment Skills Survey and a summary of survey results are available online at www.rotorua-business.com.

3.0 STRATEGY DEVELOPMENT PROCESS

Over the period May to June 2003, sector group workshops were held in nine key industry sectors to make specific recommendations to address issues identified in the Rotorua Employment Skills Survey.

The nine industry sector groups were¹:

- Agriculture and horticulture
- Construction
- Education services
- Health and other social services
- Manufacturing, engineering and transport
- Personal, government, communication, recreation and media/entertainment services
- Professional and business services
- Tourism and hospitality
- Wholesale and retail

Each sector group met twice, each time for two hours. The workshop process was designed to develop and refine key actions that could be undertaken to resolve sector-specific skill shortages. The result of this stage was a series of action plans that were presented to the project steering group by nominated chairpersons of each sector group. The plans were reviewed and modified by the steering group into a practical set of action steps which follow.

4.0 MISSION STATEMENT

The mission of this strategy is to ensure that employers in Rotorua District have the right people with the right skills in the right place at the right time.

This mission will be achieved by developing and implementing an action plan to address the issues being faced by certain industry sectors in a prioritised way – a blueprint for the provision of skills and knowledge needed for the future growth of the Rotorua District economy and ensuring long-term sustainable outcomes.

¹ Wood-related industries were omitted because similar research had already been undertaken.

5.0 STRATEGY IMPLEMENTATION

A number of immediate responses have resulted from the Rotorua Employment Skills Project, including:

- Rotorua District Council and Work and Income Bay of Plenty have jointly established a six-month Pathways Project which aims to establish a base from which to ensure that in the long-term every Rotorua young person aged 15-17 has opportunities and support for further development when they leave school.
- Waiariki Institute of Technology has responded with a range of new training opportunities addressing immediate skill shortages, and has applied survey results in its strategic planning for 2004-2006. Other providers have also made early use of the sector reports.

5.1 Industry Cluster Groups

An important part of strategy implementation is the establishment of industry cluster groups to create the infrastructure for sustainable solutions to Rotorua's employment skills issues. Rotorua District Council's Economic Development Unit will help to facilitate the formation of these cluster groups and will provide administrative support. In some sectors (eg, tourism and forestry) there are established cluster groups. For these groups the District Council will advocate that employment issues are placed high on their agendas.

The cluster groups will be important as initiators and as contact points for addressing employment skill issues.

The activities of the industry cluster groups will include:

- Presenting strategy to the wider industry, and participating in institutional curriculum advisory groups.
- Networking opportunities.
- Providing economic and skill development information forums.
- Acting as a communication link for all interested parties.
- Developing marketing material for industry sector promotion.
- Involvement in and liaising with the Youth Pathways Project.

It is anticipated that the industry cluster groups will meet on a quarterly basis, with three groups being established by December 2003, and all groups operational by May 2004.

5.2 Coordination, Monitoring and Evaluation

The Rotorua District Council Economic Development Unit and Community Policy Department (RDC) will be the coordinating agency for strategy implementation as a whole. This does not mean that RDC takes responsibility for achieving all the action plans – only for supporting and coordinating industry cluster groups and informing other key stakeholders. RDC will monitor implementation of the strategy over a 3-year period.

6.0 ACTION PLANS

The following action plans provide selected opportunities to be pursued by the lead agency identified. The lead agency will work with other groups as required to implement the action. The timeframes for each action are defined as short-term (0 - 6 months), medium-term (6 - 18 months) and long-term (18 months - 3 years). Short-term actions are shaded for easy identification.

While the following action plans do not include all points that were raised in the strategy development process, they do provide a starting point and a focus for long-term sustainable outcomes to address employment skill issues.

6.1 Communications and Marketing

OBJECTIVE	ACTION	TIMEFRAME	LEAD AGENCY
1. Open pathways and develop information sharing relationships between schools, training providers, industry and the community.	Develop a formal and regular communication process (eg, monthly electronic newsletter, local media campaign) that provides information about available education and training options, support for employers and employees, and about students who are nearing graduation from Rotorua training providers and other mechanisms for recruitment.	Short	RDC
	Develop a whole-of-government approach to educating employers about Modern Apprenticeships, Launchpad, Gateway, STAR, opportunities for mentoring students and providing meaningful work experiences, recruitment processes, qualifications, and other support available (eg, hold a series of presentations at local field days, industry sector BBQ/after hours function).	Medium	Work & Income
	Investigate, identify and promote scholarships that are available to support people to enter into education/training.	Medium	TEC
	Investigate the establishment of a physical one-stop-shop within Rotorua for employers to access information about the support from government and education & training providers that is available.	Long	RDC
2. Ensure training providers have links in industry that provide support and assessment and help the providers to ensure that trainees develop the needed skills.	Establish a Business Development Forum to act as a sounding board and liaise directly with education/training providers to discuss needs and ensure alignment of training provision with industry requirements.	Short	RDC

<p>3. Raise awareness of the opportunities within Rotorua's key sectors:</p> <ul style="list-style-type: none"> • Agriculture & Horticulture • Construction • Education • Health & Other Social Services • Manufacturing & Engineering • Tourism & Hospitality • Wholesale & Retail 	<p>Market the industry sectors to identified target groups:</p> <ol style="list-style-type: none"> a. Understand the key drivers that influence peoples' decisions to enter certain industries, identify the target markets (eg, school leavers, mature people) and effectiveness of various media for industry marketing initiatives. b. Create a cohesive marketing package that profiles the industry and role models, and career and job pathways. c. Determine a structured process for delivery of the marketing package directly to target groups (eg, use peers within the industry to promote the industry). 	<p>Medium</p>	<p>RDC</p>
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6.2 Industry-Education Partnerships

OBJECTIVE	ACTION	TIMEFRAME	LEAD AGENCY
1. Open pathways between schools and industry.	Develop a Rotorua careers month that is focused on industry sectors, including: <ol style="list-style-type: none"> a. Develop the Rotorua careers expo to have more focus on industry, profiling the industry to teachers, students and the wider community. b. Celebrate success within the media. c. Profile Rotorua's labour market to students, unemployed and the wider community. 	Medium	TEC
2. Ensure the seamless transition for trainees from training into full-time work.	Review and ensure that the training environment for skills specific programmes is aligned with the work environment (eg, hours of training).	Medium	Work & Income
3. Provide applied learning opportunities for school students.	Investigate the potential for other schools to take up models such as Kawerau College & Western Heights High School, Gateway, and Alternative Education programmes on a sustainable basis, for example: <ul style="list-style-type: none"> • community-based projects; • career options at lower levels of school; • applied learning; • trade focus into curriculum; • multiple subjects with one teacher; • longer time periods (eg, one day per subject). 	Medium	Cluster groups

6.3 Industry Best-Practice

OBJECTIVE	ACTION	TIMEFRAME	LEAD AGENCY
1. Alternate seasonal labour shortages in Rotorua (eg, tourism and hospitality industry).	Investigate a Rotorua working holiday package (eg, one year visa, packaged 40 hour week positions, travel discounts & other benefits), which profiles Rotorua as a working destination.	Short	RDC
2. Provide easier entry into work particularly for those who hold multiple jobs (eg, tourism and hospitality industry) and study.	Investigate the issue of tax treatment of those with more than one job.	Short	Work & Income
3. Coordinate part-time and casual positions (eg, agriculture and horticulture industry) to provide full-time job opportunities.	a. Identify and map key seasons/ packets of time within the industry and identify the job requirements, so that support agencies have accurate information. b. Investigate the potential for coordination of seasonal agriculture and horticulture work within the district to provide greater continuity of work for a specific labour pool.	Short/Medium	Work & Income
	Undertake a work brokering role to coordinate seasonal work opportunities between employers and employees to provide on-going full-time employment.	Long	Work & Income
4. Encourage the development of entrepreneurs and sustainable businesses.	Enhance the mentoring and support available for local businesses and promote Business Health Checks/WOF.	Medium	RDC
5. Develop a coordinated approach to educate employers about employment practices, human resource management, their responsibilities, the importance of a positive work environment, and the benefits of investing in professional development for staff.	Ensure that information on good employment practises is available to employers (eg, improved peer information sharing). Potential mechanisms include printed material, presentations, RDC website portal.	Medium	Cluster groups
	Present tools that can be used to assist to retain staff (eg, performance related pay systems with bonuses, importance of career pathing, benefits from training, and importance of support mechanisms for new employees and nurturing young people).	Medium	RDC
6. Assist access to professional development opportunities and provide professional development incentives where wider benefits to industry sectors in Rotorua will result.	a. Investigate, identify and promote scholarships for professional development that are available. b. Investigate the opportunity for local professional development scholarships with specific criteria (eg, age, commitment to sharing knowledge with peers, company pays half of the cost).	Medium	Cluster groups

<p>7. Recognise and celebrate excellence in the Rotorua business and education community, and lift the profile of occupational groups.</p>	<p>a. Establish an Employee of the Month award where the award winner is profiled in the local media. b. Further develop the Rotorua business awards to target specific occupational groupings (eg, manager of the year, PA of the year, technical staff person of the year, young graduate of the year, apprentice of the year, tradesperson of the year, teacher of the year).</p>	<p>Medium</p>	<p>RDC</p>
<p>8. Provide a vibrant retail environment.</p>	<p>Ensure that education/training and skills development is a vital component of the Rotorua Retail Strategy.</p>	<p>Medium</p>	<p>RDC</p>
<p>9. Assist access to local education and training opportunities.</p>	<p>Investigate opportunities and local funding options for study “scholarships” and “bonded services” with Rotorua employers for post-qualification employment (eg, 2 years).</p>	<p>Medium/Long</p>	<p>Cluster groups</p>

6.4 Career Planning and Support

OBJECTIVE	ACTION	TIMEFRAME	LEAD AGENCY
1. Recognise the importance of the role of school careers advisors in identifying career pathways for students.	Investigate and profile current best-practice of youth transition processes in Rotorua schools.	Short	RDC
2. Ensure careers advisors have links with key industry people.	Create a database of key people within local industries that careers advisors are able to direct interested youth to (eg, trade mentors).	Short	RDC (Pathways Project)
3. Encourage unemployed people to take up jobs and careers and link work readiness training to first stage employment training.	<p>a. Model success to unemployed people by showing realistic career pathways and profiling local people who have succeeded (link with industry profiling/promotion).</p> <p>b. Develop a pathways project for second chance learners.</p>	Long	Work & Income
4. Networking in collaborative ways between community groups and employers to initiate contact with people who are not in the workforce or education/training.	<p>Investigate the infrastructure to undertake initiatives such as:</p> <ul style="list-style-type: none"> • A targeted marketing campaign that highlights options and opportunities for people not in the workforce and directs them to programmes covering literacy, confidence, self-development, upskilling, qualifications. • Profiling the opportunity for people who have a care role at home to move into the workforce, as they have a propensity for the type of work that is available in the health and social services sector (eg, mothers groups, pre-schools, marae, other networks). 	Long	Work & Income
5. Provide assistance to support career options.	Assist volunteers to upskill and move into careers. Tap into Rotorua's retired population as mentors.	Long	Work & Income

6.5 Youth Transitions

OBJECTIVE	ACTION	TIMEFRAME	LEAD AGENCY
1. Encourage school students and school leavers to take up careers or further education.	Model success back to school students and school leavers. Show realistic career pathways and profile real local people who have succeeded. Link this with industry profiling/promotion.	Short	Cluster groups
2. Provide work experience and earning opportunities for Rotorua school students.	Investigate customised work experience opportunities for school students during school holidays and term time. Establish a database of employers and employment opportunities and profile within schools.	Short/Medium	RDC
3. Undertake people-building activities to lift attitude and work ethic of young people within the Rotorua community and improve their employability.	Investigate additional options for youth development programmes for at risk school students.	Medium	RDC

6.6 Destination Marketing

OBJECTIVE	ACTION	TIMEFRAME	LEAD AGENCY
1. Promote Rotorua as a destination for working and living to highly skilled people.	<ul style="list-style-type: none"> a. Develop a clear vision about Rotorua as an attractive place to work and live. Understand what the perceptions of Rotorua are and understand the target markets (eg, 30+ family) and their needs. b. Develop a strategy for continuing promotion, within and outside of the district, of Rotorua's points of difference (eg, unique lifestyle, mix of industries, jobs available, infrastructure, eg, broadband). Create a website, brochures, 0800 number, logo/brand, contact details on all advertising (eg, Rotorua – "the Spirit of Business, the Spirit of Life". Joint advertising by industry & government. Integrate with the opportunities created by leveraging off tourism flows. c. Equip local businesses with information to sell Rotorua as a great place to do business, work and live. 	Short/Medium	RDC
2. Lift the collective perception of the city by raising awareness within the community of the positive aspects about living in Rotorua.	<p>Continue to utilise the local community to promote Rotorua as a great place to live and work (eg, individual residents as Rotorua ambassadors):</p> <ul style="list-style-type: none"> a. Work with the local media for internal promotion (eg, media packages, regular features profiling success). b. Create an Ambassador programme where local people sell Rotorua. Provide a kit for visitors who stay with friends/family to profile the opportunities and benefits of living here (tie in with Tourism Rotorua's host kit). c. Create a teacher kit (ie, class project/unit of work) that focuses on the benefits of living in Rotorua. 	Medium	RDC
3. Rotorua is recognised as a leading education and training destination for key local industry sectors (eg, forestry, tourism, health).	Promote Rotorua's education and training opportunities at a national level.	Medium/Long	RDC and Waiariki Institute of Technology

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APPENDIX 3 SECTOR SPECIFIC OPPORTUNITIES

This section outlines opportunities related to specific industry sectors that may be followed up by industry cluster groups and other groups/agencies, subject to resourcing constraints.

The listed bullet points are specific opportunities that were identified by a specific sector group but can be applied across multiple industry sectors. These are covered by the action plans in the strategy.

Agriculture and Horticulture

Key issues/objectives:

- Fuller engagement of industry (eg, Federated Farmers, Te Arawa Dairy Farming Group, Maori land owners).
- Raise awareness of career opportunities within the sector by marketing to target groups (eg, arrange regular school trips to farms and include students at local Field Days).
- Lift the general perception of the industry within the Rotorua community.
- Lift the attitude and work ethic of people within the Rotorua community to improve their employability.
- Educate employers about managing recruitment and retention processes (eg, working conditions – eg, living quarters, hours of work, time off – and how to nurture young people who have entered the industry) and raise awareness of opportunities for support from various agencies (eg, presentations at Field Days).
- Coordinate part-time and casual positions to provide full-time job opportunities that resolve the seasonal nature of the industry (eg, job requirements and timeframes identified so that support agencies have accurate information).

ISSUE	OBJECTIVE	ACTIONS
Poor perception within the community of the agriculture and horticulture industry.	Improve perceptions of the agriculture and horticulture industry within the Rotorua community.	a. Identify the benefits arising from involvement within the agriculture and horticulture industry (eg, income, asset growth, rural environments) and link the industry to broader/diverse skills (eg, plumber, electrician, cook) and the increasing use of technology within the industry. b. Profile the benefits and changes within the agriculture and horticulture industry in the local media, including the value of the industry to the local region (income, employment, etc).
	Lift the perception of agriculture and horticulture industry as a career option for school leavers.	Work with existing providers (eg, schools of Reporoa College, Waiariki Institute of Technology) to ensure that career paths are profiled to students.

Construction

Key issues/objectives:

- Fuller engagement of industry.
- Change perception of trades and the construction sector by promoting the industry and its career pathways in a positive and interactive way, using peers (ie, role models) within the industry.
- Improve links between industry, schools and education/training providers and bring careers advisors into the hub (eg, creation of a database of employers in the construction industry, including potential trades mentors. This could also include vacation employment opportunities within the industry for students).
- Lift work ethic and attitude.
- Recognise and celebrate success within the industry (eg, Rotorua Apprentice and Tradesperson of the Year).

ISSUE	OBJECTIVE	ACTIONS
Change perception of trades and the construction sector.	Promote the construction and engineering/manufacturing industries in a positive and interactive way.	Establish interschool trade competitions: <ul style="list-style-type: none"> • A competition with key sponsors and prizes. • Apprentices and employers showing their products/skills and sharing their experiences. • Advertise to raise public awareness. • Bring apprentices into schools and make it a community day.
Improve links between construction industry, schools and education/training providers.	Promote a seamless transition from school into the construction industry or bridging education.	Advocate to central government for greater coordination and support for industry in coordinating trade contracts, Modern Apprentices and assisting new employees.
Lack of integration of trades careers in school curriculum.	Provide a profile of trades in school curriculum.	Provide a unit of work in the curriculum for teachers (eg, sciences and social sciences) that is tailored to trades and fits within the curriculum.
Lack of work ethic and attitude.	Lift work ethic and attitude.	Create community-based projects to give students a sense of ownership of activities and outcomes (eg, home improvement by students, construction of a house by a trade training organisation).

Education Services

Key issues/objectives:

- Fuller engagement of industry.
- Networking in collaborative ways between community groups and employers to initiate contact with people who are not in the workforce or education/training.
- Career planning continuity.
- Lift the community perception of the sector (eg, better utilise teaching resources by employing extra supervisory staff for areas peripheral to teaching).
- Develop infrastructure to allow ongoing linkages between schools and industries (eg, industry expo day for teachers).
- Provide assistance to support career options (eg, assist volunteers to upskill and move into careers and tap into retired population as mentors).
- Enable greater access/availability of training/education and professional development (eg, promote scholarships that are available and develop a fund for local scholarships).
- Recognise and celebrate success within the industry (eg, Rotorua Teacher of the Year).
- Promote Rotorua nationally as a great place to work.

ISSUE	OBJECTIVE	ACTIONS
Perception of education services sector and its career opportunities.	Better utilisation of teaching resources.	Investigate curriculum and resourcing issues in Rotorua high schools (eg, supervisory and support staff, workload, Principals Association).
	Equitable funding across the early childhood sector.	Lobby central government for equitable funding across the early childhood sector.
Potential physical barriers to learning/training.	To assess the significance of potential physical barriers to learning/training.	Check all students for hearing and vision problems and correct problems where they exist.
Lack of real information on local youth employment/education issues.	To assess the significance of local youth employment and education success.	Undertake further research to find out from youth how we should proceed. Undertake a community drive to alert, educate and empower youth.

Health and Other Social Services

Key issues/objectives:

- Fuller engagement of industry.
- Raise the perception of the sector and the career opportunities available (eg, market the “caring sector” to target groups, hold a Rotorua social service sector expo to profile opportunities to teachers, students and the wider community).
- Enable greater accessibility of training/education (eg, investigate opportunities for study scholarships and local bonding within the sector for post-qualification employment).
- Retention and professional development (eg, educate employers about positive work environments and professional development).
- Recognise and celebrate excellence in the sector (eg, Rotorua caring sector awards).
- Reduce barriers for people entering education/training and the workforce (eg, affordable and timely childcare).
- Inform employers about Launchpad and other programmes and the benefits of using these.
- Raise the perception of Rotorua as a destination for working and living (eg, market Rotorua’s attributes).

ISSUE	OBJECTIVE	ACTIONS
Raise the perception of the health and other social services sector and the career opportunities available.	Market the “caring” sector to target groups.	Work with large employers who are bringing skilled people to the district and target their families to enter the health and social services sector.
Retention and professional development within the health and social services sector.	Greater professional development opportunities.	Investigate opportunities for partnerships with other DHBs to increase staff exposure to a wide range of medical and social conditions. Use peer teaching opportunities and provide mentoring for people new to the sector.
	Increased health and social services funding in order to increase salary/wage levels.	Lobby central government for increased health and social services funding.
Recruitment in the health and other social services sector.	Reduce barriers for people entering education/training and the workforce.	Develop a pre-employment type training programme for people wishing to enter the sector. Teach what the jobs entail, how “soft” skills can be incorporated into formal learning, how to take tests, deal with criminal convictions, the varied hours of work, expectations of employers and related pre-employment needs.
		Provide paid and on-the-job training to attract people into home support and aged/disability care roles.
		Investigate opportunities for the provision of affordable childcare that is available outside normal work hours and possibly available at the workplace to meet the needs of parents who work shifts and weekends.
Lack of opportunities for disabled people to care for the disabled.	Extend opportunities for disabled people to provide care for the disabled.	Extend Workbridge/supportive employment agency roles/purpose to give greater opportunities for disabled people to progress into support/providers’ roles.

Manufacturing, Engineering and Transport

Key issues/objectives:

- Fuller engagement of industry.
- Poor perception of industry and low awareness of career opportunities (eg, market industry within schools and profile the industry within the community).
- Need for stronger links between schools and industry (eg, manufacturing, engineering and transport “field day” for Rotorua’s careers advisors and teachers).
- Need for careers advisors in schools to be recognised as a specific position, rather than part-time to an established teaching position.
- Ensure the seamless transition for trainees from training into full-time work (eg, ensure when nearing the transition to work that training courses are of similar duration as working days within the industry).
- Lack of employers taking on apprentices and a need for strong links between employers, schools, Modern Apprenticeships coordinators, Work and Income and other key agencies (eg, educate employers about the benefits of being involved in various programmes and investigate opportunities for bonding apprentices).
- Lift the perception of Rotorua as a destination for working and living (eg, promote Rotorua as a business and lifestyle destination particularly in the context of this industry sector, and acknowledge new migrants to Rotorua).
- Lift work ethic and attitude (eg, promote examples of careers within the industry and profile role models to unemployed people).

ISSUE	OBJECTIVE	ACTIONS
Change perception of trades and the manufacturing/ engineering sector.	Promote the construction and engineering/ manufacturing industries in a positive and interactive way.	Establish interschool trade competitions: <ul style="list-style-type: none"> • A competition with key sponsors and prizes. • Apprentices and employers showing their products/skills and sharing their experiences. • Advertise to raise public awareness. • Bring apprentices into schools and make it a community day.
Lack of integration of trades careers in school curriculum.	Provide a profile of trades in school curriculum.	Provide a unit of work in the curriculum for teachers (eg, sciences and social sciences) that is tailored to trades and fits within the curriculum.

Personal, Government, Communication, Recreation and Media/Entertainment Services

Key issues/objectives:

- Perception of Rotorua as a place to live and work (eg, market Rotorua to attract skilled people to live and work here through targeting key demographics (eg, those aged 25-40) and promotion of lifestyle opportunities, including the communication of these strategies (and other economic development strategies) to the Rotorua community).
- Recognise and celebrate success of schools and industry.
- Encourage the development of entrepreneurs and sustainable businesses (eg, enhance mentoring and support for local businesses).
- Raise awareness within the community of the positive aspects of living in Rotorua.
- Develop a formal and regular communication process that provides information about training options available in Rotorua and support available for employers and employees.
- Continuity of project to ensure that skill shortages do not become a critical issue again in the future (eg, establish a Rotorua business development forum, ensure training providers have links in industry).
- Ensure that employers are aware of students who are nearing graduation at Waiariki Institute of Technology.
- Link work readiness training to first stage employment training.
- Encourage school students, school leavers and unemployed people to take up careers.
- Ensure good career planning at all levels (eg, secondary schools and tertiary education).

Professional and Business Services

Key issues/objectives:

- Fuller engagement of industry.
- Raise the perception of Rotorua as a place to live and work (eg, promote Rotorua as a destination for living and working).
- Lift the collective self-esteem of the city (eg, work with local media for internal promotion).
- Raise awareness of the opportunities for young people upon leaving school (eg, promote career opportunities, provide “scholarships” for school leavers to have “bonded services” for Rotorua employers).
- Build closer links between industry, schools, and education and training providers.
- Coordinated work experience for school students where all businesses participate – as a point of difference for Rotorua.
- Recognise and celebrate excellence in the Rotorua business community (eg, business awards for specific occupational groupings).
- Provision of professional development incentives where wider benefits to industry sectors in Rotorua will result (eg, RECT scholarships).
- Professional exchanges with sister cities for short duration employment.

ISSUE	OBJECTIVE	ACTIONS
Lack of perceived professional migrants to Rotorua.	Promotion of Rotorua as a lifestyle/business choice.	Develop a “Rotorua calculator” (internet-based), which factors lifestyle advantages as well as income, and compares with “Town B”.
Retention and professional development of staff.	Bring business community together by way of focus groups to take an active role in addressing issues.	Reactivate the human resource practitioners group in Rotorua to focus on how to lift HR practice for all employers.
		Formulate specific networking opportunities for professional staff, particularly new professionals (eg, developing professionals group).

Tourism and Hospitality

Key issues/objectives:

- Fuller engagement of industry.
- Retention and professional development of staff (eg, train employers in human resource management and tools to assist retain staff, and investigate models for professional development scholarships).
- Work ethic and attitude – undertake people-building activities to lift motivation and work-readiness (eg, Rotorua-wide leadership programme for at risk youth).
- Raise perception of industry and its career opportunities.

ISSUE	OBJECTIVE	ACTIONS
Retention and professional development of staff within the tourism and hospitality industry.	Provide a clearer career path for employees in tourism and hospitality.	Investigate model for offering scholarships for staff who are undertaking training.
Raise perception of tourism and hospitality industry and its career opportunities.	Promote the industry to attract target groups into the sector.	Develop a tourism and hospitality roadshow involving 10-20 key operators to visit high schools and offer positions to students.
Lift standards within the tourism and hospitality industry to create more profitability and lift wage rates.	Lift the standard and performance of Rotorua's tourism and hospitality industry facilities/services.	Formulate a 3-year strategy to develop endorsed good practice, benchmarking standards for Rotorua's tourism and hospitality industry (align with Tourism Rotorua's Strategic Plan 2006).
Lack of public transport at suitable times for employees who finish work in the early hours of the morning in the tourism and hospitality industry.	Reduce transportation barriers to employment for workers in the tourism and hospitality industry.	Coordination of courtesy vehicles between industry partners.

Wholesale and Retail

Key issues/objectives:

- Fuller engagement of industry.
- Need to lift perception of the industry and its career opportunities (eg, market the industry within schools and the community).
- Provide a vibrant retail environment to improve the perception of Rotorua as a retail destination for business development (eg, undertake analysis to identify retail opportunities within Rotorua).
- Industry, education/training, school and community linkages (eg, establish a broker to coordinate information flows to employers about opportunities for support, incentives, training).
- Advocate to central government to increase the level and sustainability of funding for careers assessment.
- Establish a regular forum in which industry and training providers can meet to discuss their needs and ensure alignment of training provision within industry requirements.
- Retention and professional development (eg, educate employers about human resource management and the benefits of investing in staff).
- Market Rotorua to attract skilled people to live and work here.