

2.11 QUEENSTOWN RESORT COLLEGE (QRC)

PGF Application – TE ARA MAHI		For: Discuss and Recommend Approval	
Applicant:	Queenstown Resort College (QRC)	Pipedrive ID #	Commercial Information
Region	Northland	PGF Funding Sought:	\$1,958,000
Region detail:	Regional Cover	Total Project Value:	\$ Commercial Information
		Applicant co-funding:	\$ Commercial Information
Entity Type:	Company	Funding Structure:	Grant
Entity Detail:	QRC is an internationally recognised, award winning tertiary provider with campuses in Queenstown and the Bay of Islands. QRC offers Level 6 Diploma's in Hospitality Management and Adventure Tourism Management, Certificates at Level 3 and 4 in Cookery, Level 4 Tourism Operations and a Level 7 Graduate Diploma in Hospitality and Adventure Tourism Management. Additional Level 4 certificates are currently under development.		
We recommend that the SROs:			
<p>a) Discuss and Recommend Approval of a \$1,958,000 grant from the Te Ara Mahi fund portion of the Provincial Growth Fund towards the QRC – Bay of Islands (BOI) Ecosystem Up-Skill Program which is a collaboration of 22 organisations based in Tai Tokerau and has a total project value of \$ Commercial Information</p> <p>b) Note Commercial Information</p> <p>c) Note Commercial Information</p> <p>d) Note Commercial Information</p> <p>e) Note the funding requested will support to retain and up-skill Commercial Information employees within the Bay of Islands Marketing ecosystem over 22 organisations collaborating to create positive impacts post COVID-19 for the tourism industry in Tai Tokerau.</p> <p>f) Note Commercial Information employees will be upskilled to achieve NZC L4 Tourism Operations (60 Credits) which is a part of the Famil program and will increase staff capability to tell the important stories of the Far North essential to the industry.</p> <p>g) Note the inclusion of up to Commercial Information of those Commercial Information employees having an option of a pathway into an apprenticeship within their chosen field, including; management, business management, culinary fields or food and hospitality management once they complete the NZC L4 Tourism Operations course. There is an ability to grow this by another Commercial Information apprenticeships in Commercial Information depending on the demand within the industry. The other Commercial Information retain employment and continue working with their upskilled qualification and have potential to move into pathways in Commercial Information</p> <p>h) Note that the target group of Commercial Information participants will comprise Commercial Information</p> <p>i) Note the creation of Commercial Information new roles to support programme delivery and pastoral care for Commercial Information for employees transitioning into apprenticeships on their chosen pathway</p>			

- j) **Note** the funding request is for ^{Commercial Information} which is part of the recovery plan for the tourism industry in the Bay of Islands and Hokianga and aims to keep core staff connected to the industry and increase their capability, as well as providing pastoral care. The majority of funding for the Famil program will be dispersed over the first 12 months to upskill and retain the ^{Commerc} employees, with the pastoral care being provided to support up to ^{Commerc} of those ^{Commerci} into apprenticeships.
- k) **Note** that Northland is New Zealand's 6th largest tourism region behind the 3 largest cities and resorts Queenstown and Rotorua. Tourism accounts for 12.7% of the Northland regions workforce with 8,800 FTE jobs in the tourism sector. In 2019, domestic tourism accounted for 77% of the tourist spend with this likely to increase due to COVID-19 and travel restrictions.

Proposal: BOI Ecosystem Up-skill Program

QRC is a member of the Bay of Islands (BOI) Marketing Group which represents the BOI ecosystem of 22 organisations, with some of the key players in the hospitality and Tourism Industry in the Bay of Islands

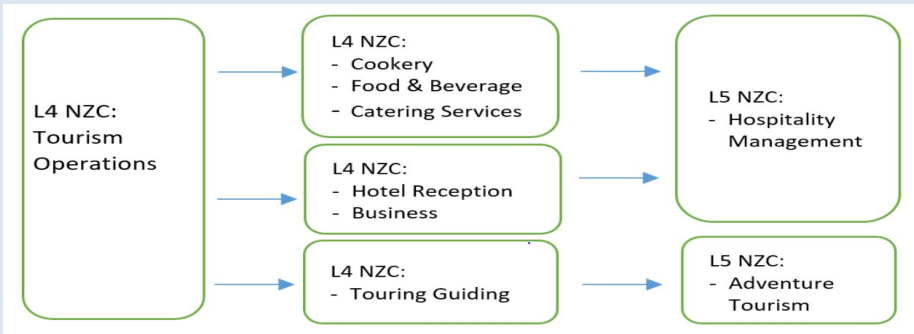
Commercial Information

) QRC's role is to deliver industry relevant qualifications and produce quality tourism and hospitality graduates. The Bay of Islands marketing groups objectives are to promote the assets of the Bay of Islands to the domestic market, providing leadership and support for all the business and staff working to ensure sustainability. The group have had a lot of success including its work with Air New Zealand on the Northland safety video, promoting the region. While hospitality and tourism are major contributors to local and national economies, there is significant potential for the sectors to contribute further in terms of community. The productivity of the tourism workforce is a New Zealand wide issue as the sector suffers from a lack of skilled and professional tertiary educated employees.

Prior to COVID-19, Tourism and Hospitality were one of the highest GDP earners for Northland. The BOI Marketing Group was established to build sustainability creating a focus on the Domestic Market, namely the Northland region. This has resulted in a successful campaign with an increase in domestic visitor night growth building in strength over last 5 to 7 years, and in 2019, accounted for 77% of the tourist spend. This has placed the area in a good space post COVID-19, with already showing increased bookings and spend compared to this time last year. Being this one step ahead means demand will increase due to boarder restrictions. This has meant industry has had to identify what is needed to create a clear identity for the region to increase exposure to the wider domestic market, creating a clear point of difference, retention and up-skilling of the workforce.

The BOI ecosystem has identified a training package aligning to the movement of the Vocational Review –a collaborative approach from industry and agency to provide an integrated learning environment giving employees the opportunity and flexibility to earn while they learn and gain an education that is more directly relevant to the changing needs of the workplace post COVID-19. With the group of employees representing a group of learners that are currently under-represented at this level of tertiary education.

As part of the Famil Program they will commence a NZC Level 4 Tourism Operations from 29 June 2020 as an experiential education programme which will then provide pathways for up to ^{Commerc} employees to transition into an apprenticeship in their chosen field, cookery, food & beverage, catering services or management as mapped out below:



There is an ability to grow this by another additional [Commercial] apprenticeships in [Commercial Inf] depending on the recovery for industry in the new environment.

The Famil proposal will achieve:

- Upskill and retain [Commercial] staff across more than 22 organisations effected by the impact of COVID-19, readying the region for the coming summer season
- Professional and personal development, with an ability to enhance the visitor experience with accurate and authentic knowledge and experience
- New Zealand Certificate in Tourism Operations (60 Credits) for [Commercial] employees with a pathway to appropriate training to complete apprenticeship and/or higher qualifications for up to [Commercial] of those [Commercial] employees.
- Industry and agency collaboration, creating an ecosystem across Northland Tourism focused on training, upskilling and retention of local workforce. This ensures all sized businesses are supported and have an ability to contribute and thrive in the coming seasons
- [Commercial Information] pastoral care for those transitioning into apprenticeships providing work, training and social supports as required ensuring that employees achieve success.

Target Group

The target group will be:

[Commercial Information]

Funding Detail

The funding is requested to cover the following:

Funding Requested	
Famil Program	\$ [Commercial Information]
Training Days	\$ [Commercial Information]
Administration	\$ [Commercial Information]
Pastoral Care	\$ [Commercial Information]
Total	\$1,958,000

The Project will employ/retain the following personnel:

- Retention of [Commercial Information] employees across the 22 organisations
- Creation of [Commercial Information] FTE Tutors for up to 6 [Commercial Information]
- Creation of [Commercial Information] FTE Pastoral Carers for [Commercial Information]
- Engagement of a further [Commercial Information] QRC Staff to deliver programme

The project will include \$ [Commercial Information] in Co-Funding:

- \$ [Commercial Information]
- \$ [Commercial Information]

Outcomes Sought

	Response	PDU (TAM) Statement regarding achievability of target
Number of people expected to be targeted by the project/activity:	[Commercial Information] existing staff	Achievable at [Commercial Information] % target rate for programme participation
Number of people expected to attain employment as a result of the project/activity annually (on average):	Aim for [Commercial Information] retained in employment on completion of L4 NZC, ability of [Commercial Information] of those [Commercial Information] to transition into apprenticeship	Achievable at a rate of [Commercial Information] % retained in employment

Average cost per person retained in employment supported into industry training /employer training: \$ [Commercial Information]

Wider Benefits

Increased productivity and retention of staff within the tourism industry across the Northland region, building SME's capabilities and skill means a flow on effect to enable increased tourist spend in the region. Opening further positions beyond the life of the project to enable more pathways to apprenticeships.

Assessment against the PGF criteria:

Eligibility Criteria

This application is eligible for PGF funding.

Productivity Potential

The project will improve productivity in the Northland region by improved productivity within the Tourism and Hospitality industry with the additional personnel numbers, improved retention of apprentices, and the increased number of personnel trained to a higher standard and skill level. It will also ensure the staff stay local within the region and increase the knowledge base of each person to showcase Northlands products and services.

Policy objectives

Application alignment with the principles of Te Ara Mahi:

- Support for impacted industry post COVID-19, retention of staff and uplifting them with formal qualifications and pathways to apprenticeships
- Support people who have a job but may not be reaching their full potential, and will upskill staff with

<p>targeted support so they have the ability and knowledge to share the stories of the whole of the Northland region</p> <ul style="list-style-type: none"> • Coordination and increased capability of local businesses to employ local people in local jobs 		
PGF Criteria	Assessment Commentary	Rating Yes/No/Partial
Link with fund and government outcomes		
Aligns with relevant regional economic and employment plans and priorities, including any Māori development plans	<ul style="list-style-type: none"> • Support letter provided from Northland Inc (Economic Development Agency) • Multi agency approach with support from MSD, TPK and TEC. 	Yes
Demonstrates potential to meet the current or future labour market skill needs of the region, including those resulting from PGF Tier 2 and 3 investments	<ul style="list-style-type: none"> • Support on-going training and upskilling of existing workforce as well as creating pathways to apprenticeships • There are over ^{Comme} roles who are looking to access migrant labour to fill current skill shortages, when the industry is back to capacity this is likely to increase. We can fill these roles via this initiative 	Yes
Reduces the rates of people not in employment, education and training, with an emphasis on Māori	<ul style="list-style-type: none"> • This programme is focused on increasing skills for future industry needs, reducing the need for migrant labour and also preventing potential job losses 	Yes
Increases local employment and earning potential, by supporting local people into local jobs, with an emphasis on sustainable employment outcomes	<ul style="list-style-type: none"> • This initiative supports local employment, increasing earning potential, and looking to increase sustainable employment outcomes for workers • This programme will support capability development building capabilities of SMEs with potential pathways to further apprenticeships. • The training undertaken will allow people to be connected not only to their own labour market, but also nationally and internationally • Focus is to promote Northland Tourism increasing productivity and growth in the domestic market 	Yes
Additionality – adds value by building on what is already there		
Addresses a gap in current service provision e.g. does not cover activities that are already funded for (unless funding is to up-scale or re-start, existing projects)	<ul style="list-style-type: none"> • No similar project underway which takes a ‘whole of industry’ approach and focuses on retention and upskilling of collaborative industry group. 	Yes
Demonstrates why third party funding, including other	<ul style="list-style-type: none"> • Support from other agencies is critical to the success of the programme and ability for industry to recover 	Yes

government agencies, cannot be used to address the current gap in service provision	<p>post COVID-19 and support ALL agencies approach in the recovery of the economy</p> <ul style="list-style-type: none"> The 'holistic' approach to the post COVID-19 environment, targets a whole of industry approach and combined employer support will fill a gap in COVID-19 supports for the Northland Tourism Industry 	
Connected to regional stakeholders and frameworks		
Alignment with regional priorities	<ul style="list-style-type: none"> Improves the skills of local workers and increases their ability to work locally in a number of roles Maintains and increases engagement of Maori and Wahine in the workforce and education system Northland Inc regional EDA - commend their innovation and commitment to supporting their staff during uncertain times. Has the ability to improve job retention and reduce job losses 	Yes
Support from local employers, central and local government, and governance groups (inc. Councils, Iwi/Hapu)	<ul style="list-style-type: none"> The applicant has strong networks in the community, social service organisations, ITOs, industry, Northtec and other VE providers. These networks are listed in the application. 	Yes
Governance, risk management and project execution		
Robust project management and governance systems	<ul style="list-style-type: none"> Robust governance procedures established within organisation QRC has a Level 1 rating with TEC for completion rates and excellence for operations and procedures 	Yes
Demonstrates the capacity and technical capabilities to effectively implement the initiative	<ul style="list-style-type: none"> The applicant has an excellent track record of delivery and achieving outcomes in education for Tourism and Hospitality industry. 	Yes
Risk management approach	<ul style="list-style-type: none"> Project Plan and risk register provided 	Yes
Future ownership / operational management	<ul style="list-style-type: none"> Not applicable 	N/A
Funding Arrangements		
Funds will be distributed via a milestone plan.		
Due Diligence and Ownership		
Due diligence has been requested and will be complete prior to contracting.		
Risk Assessment		
The key risks to the PDU and proposed mitigations of this investment are as follows:		

Type of risk	Risk description	Mitigations	Risk Rating L/M/H
Retention of Students	Students not remaining on the program and fail to complete qualification	Provision of pastoral and study support. Scheduled feedback sessions with industry employer QRC and student <ul style="list-style-type: none"> As students (employees) are still in 'employment', the assumption is that the course learning is a requirement of their employment status. QRC has a level 1 rating with TEC for completion and Excellence for operations and procedures 	M
Downturn in Economy	Reduced amount of employment opportunities in the tourism sector	<ul style="list-style-type: none"> Working closely with applicant to ensure training is targeted to future demands 	M
Health and Safety	Safety of participants attending Famil activities	<ul style="list-style-type: none"> A robust and comprehensive safety policy will be developed based on the applicant's many years of experience in this field; 	L

Consultation undertaken or implications:

Cross Agency Feedback

MSD – Supportive – Commercial Information

MSD have given their support Commercial Information of the Famil programme which intends to enrol and support Commercial Information staff across 22 organisations into the Certificate in Tourism Operations (L4). This is part of a proposed recovery plan for the tourism industry in the Bay of Islands and Hokianga. It aims to keep core staff connected to the industry and increase their capability for the 2020 – 2021 tourism peak season starting November 1.

TPK – Supportive

Te Puni Kōkiri supports this project Commercial Information. They would like to see equitable access to this wage support and training funding made available to other Māori businesses in the area.

Supporting proposal:

Yes – Discuss and Recommend Approval

Appendices:

Yes – Application and Supporting Letters Supporting letters withheld - Commercial Information

Author of paper:

Jo Littin, Te Ara Mahi Team