

Workforce Wānanga 2021

ACTION PLAN 1

angus
& ASSOCIATES





Contents

1. Introduction	3
2. Problem statements	5
3. Potential solutions	7
4. The collective approach	16
5. Progression of solutions	18
Appendix	21

01. INTRODUCTION

Background

While Tourism & Hospitality has always offered a vast range of benefits to the community in which it operates, the industry is facing a serious skilled labour shortage. Businesses are struggling to find talent and are asking for help.

All New Zealanders deserve good jobs that provide viable career pathways. Unfortunately, the Tourism & Hospitality industry is no longer a sector of choice. This mainly stems from a systemic perception issue towards careers in the industry – a perception of poor working conditions, low pay, and unclear development pathways.

Tourism & Hospitality has become reliant on migrant workers and international students. When COVID-19 emerged, it became increasingly apparent that the industry needs to work together on solutions that will contribute to a better position.

The sector needs a plan that brings stakeholders together and supports the education system as well as pathways to employment. It needs to align with government direction and provide solutions to the workforce crisis with a unified voice.

Go with Tourism's Workforce Wānanga 2021 was organised to stimulate industry effort towards addressing these challenges.

Workforce Wānanga 2021

The aim of the Go with Tourism Workforce Wānanga 2021 was to take a unified approach to finding solutions, as an industry, to the current workforce crisis. The Tourism & Hospitality industry needs to be future proofed for years to come, to ensure its prepared, resilient, and less reliant on government handouts or migrant workers. Ideal outcomes are solutions that align with current government policies and that encourage the Tourism & Hospitality industry to step up and lead the solutions.

The Workforce Wānanga was an important event to stimulate change for the better and help ensure Tourism & Hospitality will be a sector of choice for New Zealanders looking for viable, life-long careers.

The Workforce Wānanga was hosted by Go with Tourism and was sponsored by the Ministry of Business, Innovation and Employment (MBIE) and Auckland Unlimited. It was held online over the two days of 17 & 18 November 2021 – using Zoom and Lucidspark virtual whiteboards.

The 108 attendees were selected to represent a range of Tourism & Hospitality workforce interests and expertise. They worked together in groups to discuss how the industry could overcome the workforce challenges currently being faced. The Wānanga culminated in the presentation of four solutions to Tourism Minister, Hon Stuart Nash.

Contributors

Tourism & Hospitality is all about people, and the contributors to the Workforce Wānanga embodied this by bringing huge passion, positive energy, and a strong willingness to take ownership and drive change to the event.

Those contributing included operators, associations, educators, unions, students, local and central government, and others with expertise in the Tourism & Hospitality sector and/or workforce development.

Minister Nash's role at the Wānanga was to hear the solutions, ask questions, and provide comment on their potential. Assisting Minister Nash were a group of observers consisting of the three newly announced co-chairs of the Industry Transformation Plan for Tourism – Unite Union national secretary John Crocker, Tourism Industry Aotearoa chair Gráinne Troute, and MBIE tourism branch acting general manager Karl Woodhead.

Go with Tourism hosted the Wānanga. It was facilitated by Matt Johns from Deliberate, and Angus & Associates collated the ideas and information that were presented.

Action Plans

This is the first of two Action Plans that will be released following the Go with Tourism Workforce Wānanga.

This first Action Plan collates the essence of the four main solutions that were developed and presented at the Wānanga, considers how they fit together, and outlines where thinking progressed to in terms of how they could be developed and initiated.

The second Action Plan is due for release in February 2022. This will contain an update on actions since the event relating to the four ideas presented here and further consider ownership, timing, and any support needed to move the solutions forward. It will also provide detail on other ideas that were tabled during the Wānanga but that weren't progressed – as there may remain merit in exploring some of these further.

The Action Plan uses an 'arrow of change' concept to represent moving towards the desired outcome. The arrow is made up of elements that fit together like a jigsaw puzzle. Given the diverse but dovetailing ideas, each of the four solutions are seen as a piece of the puzzle, contributing an element to the 'arrow of change', and moving toward the desired outcome.



He waka eke noa!

We're all in the same boat, so we invite everyone to pick up a paddle to reach our destination.

02. PROBLEM STATEMENTS

The statements below describe how some people see Tourism & Hospitality opportunities and provide further information about why this is the case. Wānanga participants focused on developing solutions to one of these four problem statements over the course of the event.

Attraction – “Tourism and Hospitality are low-pay industries with unfavorable working conditions”

Pay rates within the industry, along with infrequent and delayed remuneration reviews do not meet the financial needs of employees or fairly reflect their importance in delivering businesses’ products and services. Unfavorable work hours make it difficult for employees to plan their personal lives or socialise outside of work. Additionally, working conditions are often exhausting and difficult as they are outdoors in temperamental weather or involve working with large quantities of people. These factors make Tourism & Hospitality jobs unattractive, particularly for the domestic workforce who are not in need of other benefits such as permanent residencies or working visas. This then leads to an over-reliance on migrant workers who may be more willing to endure unfavorable conditions in return for the aforementioned benefits.

Education – “Tourism and Hospitality education and training is often outdated or irrelevant to industry’s skilled workforce needs”

There is currently a lack of communication and collaboration between industry and education to ensure that skills being taught are relevant and useful for the diverse range of businesses and roles that exist across the subsectors of Tourism & Hospitality. Despite the numerous education providers, offerings are relatively similar and lead to oversaturation. Furthermore, reductions in funding have resulted in lower quality programmes that are insufficiently resourced and do not have adequate training equipment, both at the secondary and tertiary level.

Retention – “The employee experience is subpar and does not inspire workplace satisfaction/fulfilment”

Due to time and economic constraints, many Tourism & Hospitality SMEs are unable to establish adequately resourced, knowledgeable and compliant HR teams. This leads to poor onboarding experiences, uninspiring incentive schemes, and unfulfilling employee experiences. Furthermore, a lack of innovation and effort to evolve business practices despite external factors such as COVID-19, result in job roles becoming mundane and unpractical or at worst, redundant. Ultimately this detrimentally and heavily affects the employee experience and thus lowers employee retention, exasperating the skills shortage.

Perception – “Perceptions around Tourism and Hospitality careers are counterproductive and discouraging, especially within secondary education”

Students are reluctant to study or pursue careers in Tourism & Hospitality as they perceive these industries to have poor working conditions, low pay and associate the roles with low social status. Furthermore, at times, secondary influencers such as parents, careers advisors and upper management in schools perpetuate these counter-productive perceptions that these industries are not viable career choices. Unfortunately, these views are also reinforced by well-meaning educators who only wish to guide students towards what they believe to be the best career paths.

The four potential solutions and their next steps presented in this document (Action Plan 1) are the key ideas participants progressed during the Wānanga to address each of the problem statements. The path to these ideas is summarised below.

The outcome participants want

Tourism & Hospitality becomes an employment sector of choice for New Zealanders, and has a skilled workforce that meets our needs

We want to show people Tourism & Hospitality is...

An industry with professional standards with desirable working conditions

In order to do so, we need to focus on...

Partnership

By...

Developing a Tourism & Hospitality Accord

An industry with a knowledge-sharing culture that cultivates meaningful employee experiences in the workplace

Information

Building an Industry Toolkit

An industry with professional education pathways and relevant, exciting training opportunities

Education & Training

Providing exciting career and training opportunities

A sector of choice for New Zealanders looking for viable, life-long careers

Perception

Developing a community engagement campaign

03. POTENTIAL SOLUTIONS

Building the arrow of change toward the outcome we want...

Tourism & Hospitality is an employment sector of choice for New Zealanders, and has a skilled workforce that meets our needs



Tourism & Hospitality Accord



Industry Toolkit



Career & Training Opportunities



Community Engagement Programme

IDEA 01



Tourism & Hospitality Accord



Focus area:
PARTNERSHIP

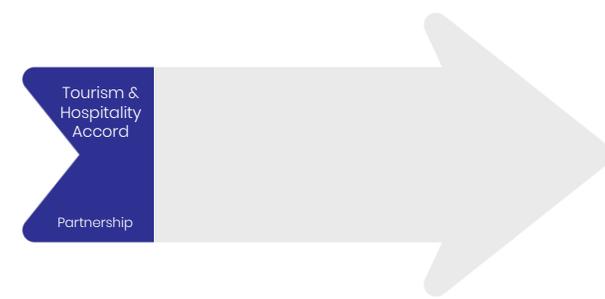
The challenges faced by the Tourism & Hospitality industry are generally sector-wide rather than being unique to any individual business. As such it will take a collective effort to tackle issues. The Tourism & Hospitality Accord idea focuses on the partnership required to achieve this.

The Accord will be an acknowledgement that things need to change. It will shine a spotlight on the industry's cohesion in working towards better outcomes.

Signing up to the Accord is an agreement that professional standards need to be set to attract New Zealanders into the sector. Specifically, it is a commitment to providing better working conditions and a strong duty of care for people. It is also an acknowledgement that the mental, physical, social and emotional health of the workforce should be at the forefront of every business.

The Accord concept includes:

- The sharing of workforce data to benchmark, understand demand, and inform decisions
- Implementation of a Tourism & Hospitality toolkit to provide support for businesses (see Idea 2)



- The ability for the sector to demonstrate its progress and the impact of the Accord.

The Accord commitment will set standards for three key areas – business operations, duty of care and workforce wellbeing.

1. Business operations:

- Better working conditions so people can flourish
- Build competent leaders in businesses large and small

2. Duty of care

- Give people great opportunities
- Support employees' aspirations and goals
- Provide what is needed for employees to thrive in the workplace

3. Workforce wellbeing

- Support the mental, physical, social and emotional health of employees, regardless of role
- Create a diverse, inclusive workplace culture through genuine action.

IDEA 01 – NEXT STEPS



Tourism & Hospitality Accord

Establish governance	Craft the Accord	Establish momentum	Maintain momentum
<ul style="list-style-type: none"> Formally establish the group that will lead the Accord development and begin crafting it (an interested group from the Wānanga already exists) Explore possible secretariate support options as per Construction sector accord Create timelines and project plan 	<ul style="list-style-type: none"> Construct agreed upon standards that reflect the capabilities of SMEs and the breadth of the industry make-up Use existing resources as input and expose to new channels for feedback as well to ensure broad relevance and support 	<ul style="list-style-type: none"> Communicate with industry to attract buy-in Apply for investment funding to drive Accord forward Consider a Tourism Sustainability Commitment-type model for attracting buy-in 	<ul style="list-style-type: none"> Secure buy-in from a collection of high-profile businesses Initiate broad market sign up/pledges Launch event Create a social badge that incentivises Accord champions

IDEA 02



Industry Toolkit



Focus area:
INFORMATION

The Tourism & Hospitality industry offers considerable value to New Zealand. Keeping good people in the industry increases value because of their experience and productivity. Conversely, poor retention is costly, particularly for small and medium enterprises (SMEs) which comprise a significant proportion of the sector.

The aim of the Toolkit is to ensure SMEs have access to the same resources that larger businesses do, and that knowledge is exchanged, so that all enterprises can make the best contribution that they can to attracting, retaining and growing the Tourism & Hospitality workforce.

This can be achieved by developing a centralised resources hub – an Industry Toolkit.

The idea of the Industry Toolkit is that it is a practical toolkit that provides New Zealand specific, 'tried and true' tangibles such as templates that are fit for purpose and easily accessible. The Toolkit will collate training and development resources for the sector (delivered online and in person) and bring together the large number of other resources that already exist across industry and make them centrally accessible.



The Toolkit could be a “one-stop HR Shop” for Tourism & Hospitality businesses to get all the resources, tools, guidance and advice they need. This will improve businesses’ ability to onboard staff, keep staff inspired and motivated, upskill staff, and ultimately retain staff.

The Toolkit will also include sharing of information and good practice in other areas such as:

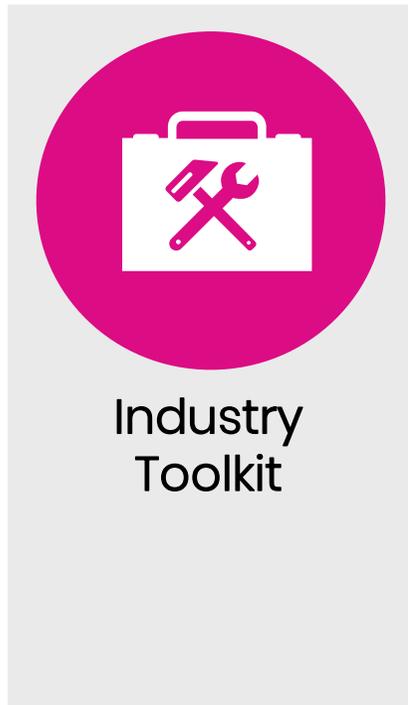
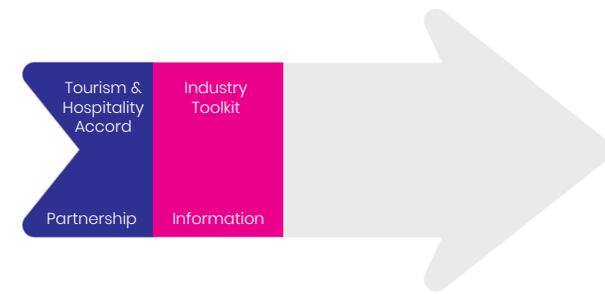
- Data
- Recruitment
- Digital marketing
- Leadership development

The centralised support will enable employers to create a positive environment and demonstrate to their employees that they are valued, keeping them in the industry.

The Toolkit will also capture collective industry wisdom that can be shared and amplified, speeding up the learning curve for other enterprises.

The concept reflects Tourism & Hospitality’s knowledge-sharing culture. It will support a positive and meaningful workforce experience that in turn will contribute to positive visitor experiences.

IDEA 02 – NEXT STEPS



Establish Governance	Market research	Gather Toolkit resources	Collaboration
<ul style="list-style-type: none"> • Determine who is best placed to drive the concept and what partner support may be needed • Explore and establish options for where the Toolkit can be housed, and how it will be maintained and updated (e.g. GwT, TIA?) 	<ul style="list-style-type: none"> • Identify who the key users of the Toolkit would be (this is assumed to be predominantly SMEs) • Survey industry so that it is clear what "tools" are needed in the Toolkit (incl. gap analysis) 	<ul style="list-style-type: none"> • Identify/audit existing resources • Consider including existing resources from within the industry, but also resources from external sources such as IRD, EMA, and employment.govt.nz 	<ul style="list-style-type: none"> • Approach industry associations for their support and permission to use resources • Align Toolkit to micro-credentials concept (see Idea 3)

IDEA 03



Career & Training Opportunities



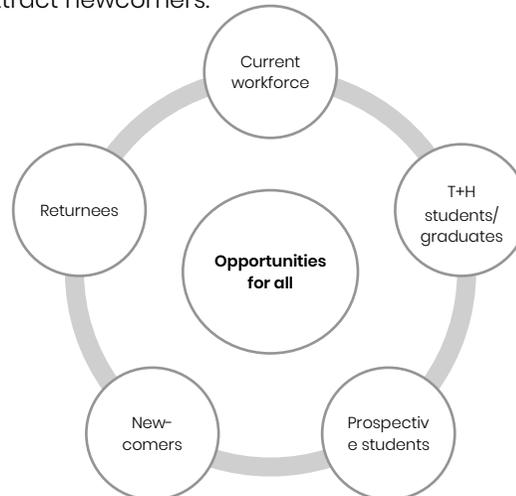
Focus area:
**EDUCATION
& TRAINING**



Our people are at the heart of the sector.

In order to attract, retain and grow the Tourism & Hospitality workforce, it is imperative to invest in people and enable them to gain the skills needed to thrive, as the wairua of the industry.

Firstly, we need to improve and promote education pathways by clearly showing the complete industry eco-system and then how education and the workforce are connected. This will not only ensure the future workforce has the needed skills (those who have already chosen Tourism & Hospitality as a career) but also help to attract newcomers.



The current workforce needs to be provided with relevant, flexible, accessible, exciting and competitive training and professional development opportunities. The development and upskilling of the workforce will increase productivity and value across the sector.

For those open to returning to the sector, retraining opportunities would help in preparation for, and motivation towards a return.

The Tourism & Hospitality industry also needs to welcome and value a diverse workforce - for example, both younger and older talents in that younger people may bring fresh new energy, while older people may come on board with valuable knowledge. Both can add immense value to the visitor experience.

Specific initiatives included in this solution are:

- Apprenticeships – 'learn while you earn' (likely to involve collaboration amongst a group of businesses in a region)
- Micro-credentials – upskilling modules in various skills relevant across the industry
- Paid internships – that provide pathways to employment and contribute to growing and retaining the workforce.

IDEA 03 – NEXT STEPS



Career & Training Opportunities

Desk research	Programme design	Connection	Buy-in	Funding
<ul style="list-style-type: none"> Assist delivery of employer driven apprenticeships by exploring what an apprenticeship support framework could look like Audit of current micro-credential programmes Tourism subject review - develop subject to engage and inspire young people/parents Research apprenticeship programmes to establish best practice 	<ul style="list-style-type: none"> Design Tourism & Hospitality Apprenticeship Programme Design Internship Programme 	<ul style="list-style-type: none"> GwT may have directory of industry training Identify schools to partner with industry to design a curriculum with real relevance in the workplace Create coalition of Tourism & Hospitality operators to 'pilot' a rotational apprenticeship programme Create pathways to work with T+H businesses 	<ul style="list-style-type: none"> Communicate with industry to get buy-in Industry collaborates with Workforce Development Council to develop micro-credentials Engage with Tourism Teachers Association (TTA-NZ) and Ministry of Education 	<ul style="list-style-type: none"> Explore options with Targeted Training and Apprenticeship Fund Consider if the Tourism & Hospitality Apprenticeship Programme can be aligned with other sector initiatives, in terms of how they are funded

IDEA 04



Community Engagement Programme



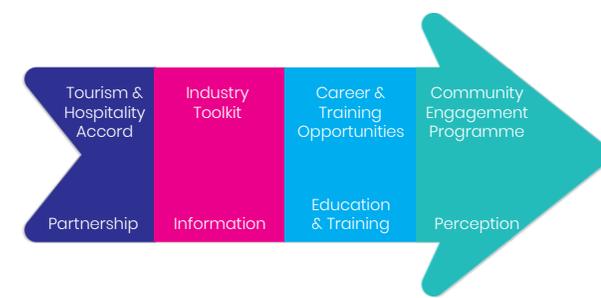
Focus area:
PERCEPTION

An aspirational long-term community engagement programme is needed to transform perception and change preference by highlighting to all New Zealanders the benefits of Tourism & Hospitality, the amenity it brings to local communities, the resulting job creation opportunity, and the diversity of roles, career paths and career experiences available within the sector.

The campaign would have multiple audiences that would be reached through different messages, channels and activities.

In order to attract **young people** to the workforce, a clear picture of a career in Tourism & Hospitality should be communicated, for example:

- Teaching Tourism & Hospitality early including a clear view of what the high-level opportunity is.
- Creating excitement and demand to be a part of 'Brand New Zealand' by emphasising the message: *"A career in tourism can be anything you want. We are an industry of tour guides, entrepreneurs, housekeepers, digital marketers, helicopter pilots – the list goes on!"*
- Encouraging employers to work with educators so they spread accurate messages.



The benefits of what the Tourism & Hospitality sector has to offer also needs to be promoted to **peers** of young people – teachers, parents and friends who influence career decisions.

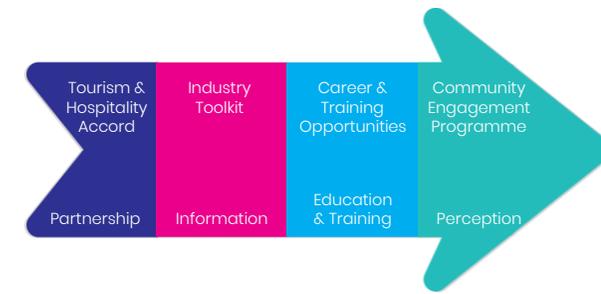
This can be done through:

- An ambassador programme
- Exchanges and workplace famil experiences between educators and industry
- Tourism & Hospitality open days

For the **community** at large, a nationwide campaign should be run, potentially similar to the 'Do something new, New Zealand' campaign. For example, it could set the scene of a tourism experience and then flip the camera, so the audience sees all the components behind the experience (marketing, Health & Safety, reservations, drivers, chefs, technicians etc.).

Re-positioning the sector as the "Experience Economy" should also be explored. This is a move away from a 'service provision in exchange for economic benefits' position towards something that implies a more widely valuable exchange between humans. This concept also aligns with move towards Regenerative Tourism.

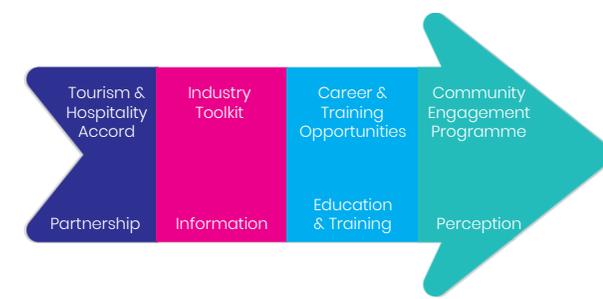
IDEA 04 – NEXT STEPS




Community Engagement Programme

Establish governance	Desk research	Building the campaign	Connecting/ buy-in	Funding
<ul style="list-style-type: none"> • Programme drivers determined • Actions prioritised and delivery strategy put in place 	<ul style="list-style-type: none"> • Look at and take inspiration from other industries for best practice • Refine who we need to influence • Clearly articulate what makes up Tourism & Hospitality 	<ul style="list-style-type: none"> • Create 'Learn something new, New Zealand'-type campaign - (flip the camera) • Determine the language we want to use • Formulate clear messaging across media channels 	<ul style="list-style-type: none"> • Inform GWT about events where the ideas could be promoted • Develop database of key contacts • Engage external input not just internal • Engage with CATE; revise for modern day/future 	<ul style="list-style-type: none"> • Prioritise securing funding for multi audience campaign execution

04. THE COLLECTIVE APPROACH



Tourism & Hospitality Accord



Industry Toolkit



Career & Training Opportunities



Community Engagement Programme

What the ideas have in common

The four ideas have commonalities that ensure they contribute to the desired outcome in that:

- They underpin the attraction, retention and development of the Tourism & Hospitality workforce
- They take a 'by industry, for industry' approach – with all ideas already being progressed by the industry to some extent
- They don't 'reinvent the wheel' – they acknowledge what already exists and look to model best practice
- They are underpinned by a partnership approach
- They consider the diversity of the industry, including a large SME component.

How the ideas dovetail to tackle the key problem

The four ideas also dovetail together well in that:

- In addressing the perception issue, they focus on the core of the industry – people, resources and the opportunities offered
- Partnership is the precursor to all the ideas, and also acts as the foundation element to the solutions through the Accord
- The Toolkit supports the Accord commitment, as well as Career & Training Opportunities
- With a strong foundation built through the Accord, the Toolkit and Career & Training Opportunities, there will be evidence to draw on through which to influence a change in perception about careers in the industry as well as the benefits that Tourism & Hospitality offers to the community.

HOW SOLUTIONS SERVE THE ENTIRE ECOSYSTEM

While each idea is targeted to a specific audience, collectively all four ideas cover the whole Tourism & Hospitality ecosystem, in a systematic way.

The **Accord** concept is aimed at the core of the Tourism & Hospitality industry – the owners of businesses, encouraging them to make a commitment to better working conditions and professional standards. The accord was also intended to convince conscious consumers to act preferentially towards businesses that have good standards and thus make the model financially sustainable

The **Industry Toolkit** supports owners, but also the Tourism & Hospitality workforce generally by giving easy access to resources that will create a better quality and more professional workplace experience.

The focus on **Career and Training Opportunities** will reach the current Tourism & Hospitality workforce but also a wider audience of prospective and returning talent.

Finally, the **Community Engagement Programme** will reach not only the current and prospective workforce but also the community at large to transform perceptions and create preference toward careers in Tourism & Hospitality.



05. PROGRESSION OF SOLUTIONS

Individual progression of ideas

Each idea is currently being driven by industry representatives, as outlined below. As ideas progress these groups may seek partners to assist in the execution of the idea and these potential partnerships are also outlined. This information is not set in stone – next steps for bringing the ideas to life are still developing.

Idea	Current drivers	Potential partners	Potential partner rationale
Tourism & Hospitality Accord	Several members of the Wānanga group that developed this idea are progressing it and scoping out the concept	Tourism Industry Aotearoa/Hospitality New Zealand <i>Or</i> Qualmark/Tourism New Zealand	Wide industry coverage Experience with Qualmark standards
Industry Toolkit	Go with Tourism has prepared a Business Enhancement Programme proposal which would provide a toolkit-like solution Maverick Digital is exploring how a digital toolkit could be created Tourism Talent previously created a similar concept and are exploring how this could fit as a solution	Go with Tourism <i>Or</i> Tourism Industry Aotearoa/Hospitality New Zealand/Tourism Talent/RTO's	Current infrastructure, expertise and knowledge Current expertise and knowledge, independent, wide coverage
Career & Training Opportunities	Pip Direen is exploring existing micro-credentials and how to better connect with industry in her current WDC role	Go with Tourism	Can leverage network of training and education organisations, associations etc.
Community Engagement Programme	Go with Tourism is currently exploring through school programmes, expos and marketing campaigns	Tourism New Zealand/RTO's	Experience with tourism marketing campaigns

WHERE TO NEXT?

Collective progression of ideas

The set of ideas presented in this action plan could be executed collectively with common governance. A collective approach could be more efficient and overall be more powerful.

Given the momentum from the Wānanga and the willingness of participants to explore their counterparts' ideas and take action to bring the ideas to life, a Taskforce could be formed from amongst the participants to collectively drive the ideas forward. This could be coupled with support/resource from relevant organisations.

Otherwise, it is possible that the ideas could be included in the Tourism Industry Transformation Plan's Better Work Action Plan. They may be a good fit because...

- They share the same objective as that of the first phase of the ITP which is enabling Better Work for the Tourism & Hospitality industry
- They are based on a partnership principle which aligns with the ITP
- They are 'by industry, for industry' thus are practical enough to address the industry's workforce issues
- They align with the regenerative tourism concept which emphasises the important role of the community in terms support toward careers in Tourism & Hospitality and the industry as a whole
- They may benefit from support which exists under the ITP structure – i.e. governance, leadership, and resources.

Progression next steps

Once the 'home' and drivers of each idea are more solidly established, it is important to determine the feasibility, viability, and desirability of each idea. Following this (if the idea continues to 'stack up') a timeline for progression, and identification of the resources needed to pilot and operationalise the idea would need to be further mapped out.



Join us in the waka. Let's keep up the momentum.

If you'd like to get involved, we're keen for further industry input and to connect you with the current drivers of the four potential solutions.

kiaora@gowithtourism.co.nz

“

He aha te mea nui o te ao?
What is the most important
thing in the world?

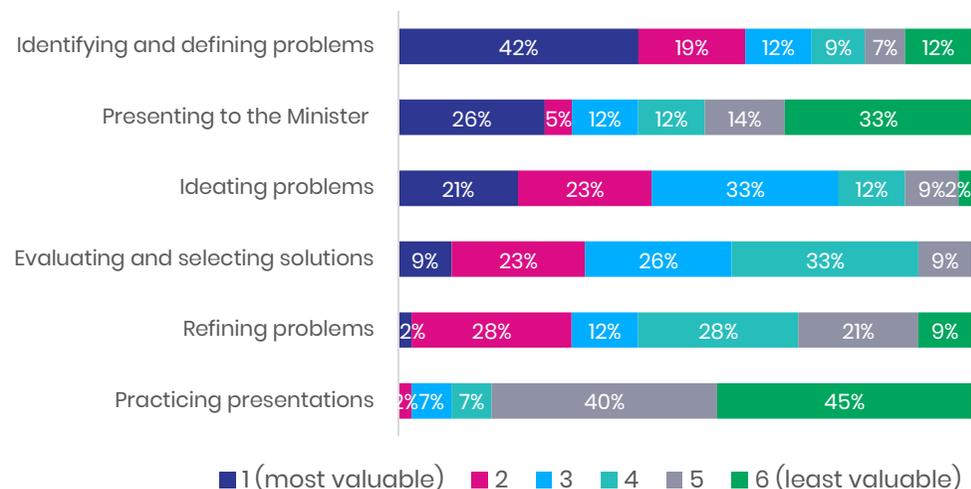
He tāngata, he tāngata, he tāngata.
It is the people, it is the people,
it is the people.

Appendix. Workforce Wānanga 2021 Post Event Survey

Key Findings

- The majority (77%) of participants rated the event as 5 stars ('The event was fantastic, I would attend again'). No participants rated the event as less than satisfactory.
- The event was attended by participants from 12 different regions across the North and South Islands.
- Participants came from a variety of organisation types: business (41%), government body (21%) educational institute (21%), association/union (12%) and Regional Tourism Organisations (5%).
- When asked to rank components of the event, most respondents considered 'identifying and defining problems' as the most valuable, followed by 'presenting to the Minister'. Presentation practicing was considered the least valuable component.
- If this type of event were to happen again, participants would like to see more involvement from workers (currently employer heavy), more involvement from youth as well as their parents, more time after presentations for reflections within the groups, and more connecting in person. Participants would also prefer fewer breakouts during the event.
- Most participants (77%) attended the Welcome Function and feedback was very positive, with comments reflecting the "exceptional job" that the organisers did and how the function was "a great to start the event".
- Satisfaction was high across all aspects of the event – the sign-up process, communication and correspondence, event duration, technology and tools, online facilitation and facilitators, and technical support and assistance.

Ranking of Wānanga Components by Perceived Value



Appendix. Workforce Wānanga 2021 Post Event Survey

Sign-up process	Agreement (%)
The sign-up process was easy	98%
The sign-up process was not too lengthy	88%
The sign-up process was clear	98%

Communication and correspondence	Agreement (%)
Emails leading up to the event were clear and informative	93%
I did not find the quantity of emails annoying or overwhelming	95%

Duration of each day and overall event length	Agreement (%)
I was satisfied with the length of each day and it was not overwhelming	65%
A 2-day event was sufficient to produce good outcomes	81%
I was happy to give two working days to attend this event	86%

Technology and tools	Agreement (%)
Zoom, the video software, was easy to use and effective	93%
Lucidspark, the online whiteboard software, made it easier to collaborate with other attendees	88%

Online facilitation and facilitators	Agreement (%)
My facilitator kept us focused and effective	91%
My facilitator was engaging and involved but not overbearing	91%

Quotes from participants

*"It was as successful as could be expected in a virtual environment!
Great job thank you"*

"I was really impressed by how smooth this was. So cool to receive a giftpack even for a virtual event! I wasn't sure how engaging it was going to be before it started, but part-way through I went to the kitchen, and I wanted to hurry back so I didn't miss anything!"

"The format, the collaboration, support of each other was really stellar and I am still reeling from a sense of satisfaction of participating in something meaningful."

"I really admire the work and innovation in delivering this event. I feel sorry that I was unable to deliver more in the format, but I really really struggled with it. Overall, I think we probably got about 10% of the value we could have had from meeting in person."

"This was such an action oriented and inclusive centric event, bringing together intel and industry experience that got everyone's buy-in. My only hope is that next time we can meet (kanohi ki te kanohi) face to face so we can all share in the very best of what this industry has to offer. Stellar job team, smashed it whanau."

"It was HARD WORK doing it online, but it was amazing. I was blown away by the quality of the discussion and the achievements online. I felt really privileged to be involved."