



Security WORKFORCE ACTION PLAN

A shared roadmap to develop the workforce

The Service sector is fundamental to New Zealand and New Zealanders. The future of the Service sector is exciting and has people at its centre.

Ringa Hora has worked with people from across industry to develop a shared roadmap to transform the Service sector workforce from its current state to the future that we aspire to.

The Workforce Development Plan looks across the Service sector and sets out the major factors shaping the sector and an overarching vision for the future.

Against that context, this Action Plan focuses on the characteristics and dynamics of the Security industry and its workforce. It describes what the future could look like for this workforce, the current challenges faced by the industry, and sets out the actions we can take to tackle this work | challenge.



Future Vision for Security Industry

Ringa Hora's Service Sector Workforce Development Plan is based on four aho | strands. Each of these aho will strengthen the workforce, but when woven together, as a taura whiri | rope, we can achieve real transformation of the workforce:

- ▣ Māori succeeding as Māori
- ▣ Attracting and retaining the future workforce
- ▣ Developing broad skills for the future
- ▣ Creating mana-uplifting jobs and opportunities.

For the Security industry this looks like a future where the industry is empowered and can keep both the public of Aotearoa and their workforce safe. A successful Security industry can provide significant advantages regarding risk mitigation and safety for customers. This provides peace of mind and business continuity that may otherwise not be available.

We believe that the Security industry will thrive when the industry can meet the rising demand for their services. Kaimahi are seeking meaningful and fairly rewarded work that allow them to develop and progress. Through the numerous education and training channels, kaimahi can be upskilled and supported through their career journey, with skills that will see them through life wherever it takes them. Improving the literacy and numeracy of kaimahi is critical to this, as is the reduction of cost barriers of training, such as the Certificate of Approval (CoA) for security guards.



About the Industry

The Security industry keeps Aotearoa safe; the industry and its workforce prevents crime, promotes risk mitigation and improves confidence for customers and businesses. Security is often a requirement at large events that rely on an efficient and well-trained security workforce to deliver outstanding service and peace of mind.

There is growing demand for Security Services in light of rising crime and the security workforce has risen to this challenge to ensure the smooth operation of multiple events and day-to-day needs for everyday New Zealanders. The introduction of new technology solutions to assist with security for some customers has been changing the demands and operations of many businesses and roles within the Security industry.

Top of mind

To help us get to the future state, we need to understand and tackle the challenges that the Security Services sector faces, while also seizing the opportunities that already exist or are on the horizon. We've heard that the factors having a significant impact on the Security industry, including its approach to workforce development include labour and skills shortages, the rising cost of business, the need for qualifications and training to be fit for purpose, and some literacy and numeracy challenges.



Building on a strong foundation of career pathways to address labour and skills shortages

There is growth in demand for Security Services, however, the industry is struggling to meet this demand due to widespread labour shortages and retention issues. Static guards, event staff, and electronic security technicians are in particularly high demand. However, retention has been an issue for some time now. For example, of the 2,500 new workers in 2015, only a little over half remained for more than one year. That high exit rate eases after a year, indicating that is an important turning point for whether people stay in the industry or not. This shortage affects entry level to mid-level and management, with many kaimahi leaving the industry post-COVID-19.

Although labour and skill shortages are a challenge, this is an opportunity to focus efforts on improving the participation of currently under-represented groups across all areas and levels of the industry. For instance, there are very few tāngata whaikaha | disabled people in the industry even though many areas of Security would be suitable for this largely untapped workforce; for example, monitoring and communications is less likely to present environmental barriers for people with physical impairments.

Developing and credentialising fit for purpose skills and knowledge

The Security industry has a strong foundation for supporting people to enter, progress through, and exit the industry to allied industries. However, there is a need for better alignment between regulatory, industry, and vocational education requirements. It is important to ensure there is sufficient and fit-for-purpose training for kaimahi in the industry to promote career progression and improve its value for both learners and businesses. This can be done by:

- Reducing cost barriers for learners,
- Reducing literacy and numeracy barriers,
- Addressing the limited capacity to deliver training,
- Addressing emerging skills needs, including conflict management (to address rising crime) and technological skills.

Despite historically high engagement with vocational education, the industry has seen a decline in training enrolments over recent years. Industry have also identified a middle management gap and signalled that higher level qualifications may be needed to address this issue.

Recognising the costs of business and training

Beyond the initial entry point, there is a question of whether there should be a tiered or sequential approach to training and licensing supported by a mandatory CoA renewal process. This could help ensure emerging skill needs are met, while also confirming that existing skills and knowledge are current. For example, a major emerging skill need is in response to increased retail crime, with ram raids featuring prominently in recent media. The increased demands on the industry balanced with legislative limitations on how security staff can respond, has resulted in a push for more specialised training. Industry have also identified a middle management gap and signalled that higher level qualifications may be needed to address this issue.

Addressing the limited capacity to deliver training

There are a limited number of industry-endorsed trainers/providers offering the relevant skills (such as conflict de-escalation which is in significant demand) and this distribution is unevenly spread throughout the country. This pressure is exacerbated by the need for training tailored to different locations and contexts and a strong industry expectation for training to be delivered face-to-face. There is an appetite for remote or blended options in greater demand in rural or remote areas. Industry has been working closely with Ringa Hora in 2023 to support improved consistency of assessment practice.

Addressing literacy and numeracy barriers

Although some people may have the industry interest and competence that means they are well suited to having their skills and knowledge recognised through higher level credentials and associated work opportunities, they may have literacy or numeracy issues. In these situations, targeted support even if it's not industry-specific, may open the gateway for parts of the existing workforce to grow their Security career further.

About the Workforce

The Security sector is a significant employer and has grown significantly over the last decade, increasing 50% from 10,000 employees in 2015 to 13,000 kaimahi in 2022.

Security is an accessible entry point for people who do not necessarily have previous work experience or qualifications. The industry can also provide a wide variety of career pathways to be explored within the sector, including data management, security consultants, electronic technicians, patrol officers and dedicated officers for event security and other contexts.

Embracing and celebrating diversity makes businesses more attractive to potential kaimahi and customers, as well as creating economic and social benefits for employers, the workforce, and the wider community.

Using workforce participation data as a starting point shows that there are some strengths and also some more work be done in the Security industry to realise the aspirations and potential of Māori, Pacific peoples, and tāngata whaikaha | disabled people



19% of the workforce identify as **MĀORI**

There is a high proportion of Māori within the industry. The industry is seen as 'accessible', however, it can be hard to progress within the sector due to cost and education barriers which prevent many kaimahi from being able to gain licenses. In addition, there are limited credentials recognised outside of the industry so this can also make it difficult for many to progress in their career journey in other fields also.

17% of the workforce identify as **PACIFIC PEOPLES**

The Security industry has a high proportion of Pacific peoples. Therefore, it is important that a tailored training is offered to Pacific workers, along with pastoral care; both have been identified as critical to supporting and retaining kaimahi of Pacific descent.

3% of the workforce identify as **TĀNGATA WHAIKAHA**

Tāngata whaikaha includes physical, mental, intellectual, or sensory impairments which can impact a person's life to varying degrees and in different ways. We acknowledge that data on tāngata whaikaha is limited and it is important that we create more growth opportunities within the sector for our tāngata whaikaha workforce.

SECURITY SERVICES

References:

1. Workforce demographic, businesses, and economy data is from Infometrics and relates to 2022 unless noted
2. Education and training data is from TEC administrative data and relates to 2022.

WORKFORCE



1. Number of workers

The total workforce in Security Services is about 0.5% of the NZ total workforce.

Workforce change

The workforce in Security Services has been increasingly steadily and has grown by 1,700 people, or 15%, since 2019.

2. Proportion of rangatahi (aged 15-24)

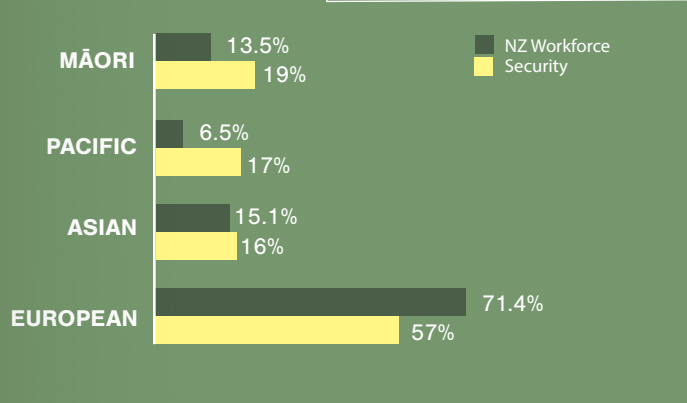
19%

The percentage of rangatahi in Security is higher than the 14% in the NZ workforce.

3. Participation of wāhine



4. Ethnicity



5. Tāngata whaikaha

3%

This is compared to 3.1% of tāngata whaikaha in the wider New Zealand workforce.

6. Average annual income

\$81,100

The average annual income in Security Services is slightly higher than New Zealand's \$65,800 in 2022.

7. Average annual income growth (2011-2022)



8. Workforce by Region



BUSINESSES



1. Number of businesses

There are around 940 businesses in Security Services, which has increased slightly since 2021.

2. Māori-owned business

Approximately 12% of businesses are Māori-owned in 2022.



ECONOMY

\$1.7 Billion

In 2022, Security Services contributed \$1.7 billion to NZ's Gross Domestic Product (GDP).

EDUCATION AND TRAINING



1. Number of Learners

New Zealand Certificate in Security (Level 2)

40

New Zealand Certificate in Security (Level 3)

450

New Zealand Certificate in Security (Level 4)

10

2. Proportion of workers with no post-school qualifications

47%



Putting this into action for the Security Industry

Transformational change in the Service sector workforce will take time but to achieve that change we need to start taking action now. The following plan includes the key areas of focus, medium term actions and short-term initiatives. These initiatives and actions can be thought of as individual threads that weave together to achieve workforce transformation.

	Māori succeeding as Māori	Attracting and retaining the future workforce	Developing broad skills for the future	Creating mana-uplifting jobs and opportunities
Actions: Where we would like to be	<ul style="list-style-type: none"> Māori business and workforces have opportunities to connect. The Service sector and vocational education system understands and acts on Māori views of success. The vocational education system is shaped by a Mātauranga Māori lens. 	<ul style="list-style-type: none"> Improve the availability and use of high-quality information about Service sector businesses and workforce Improve participation of Māori, Pacific peoples, tāngata whaikaha, and other population groups. Industry is visible and promoted to a wide range of potential ākonga and kaimahi. Roles and responsibilities of system level players are understood and have arrangements in place to work well together. 	<ul style="list-style-type: none"> Vocational education and training is flexible and adaptable to current and emerging industry requirements. Workforces and businesses are well prepared to adapt and innovate. Investment decisions are transparent and based on high quality advice. 	<ul style="list-style-type: none"> Workplaces are accessible and attractive to the current and future workforce. The workforce is recognised, valued, and safe. The workforce and businesses move through the cycle of employment (recruitment, on-boarding, retention, and progression) in ways that suit them. The range of roles is articulated and available. Learning and skills development supports upwards and lateral progression.
Initiatives: What we can do to get there Service Sector Initiatives	<ul style="list-style-type: none"> R I Establish and grow the Māori Service Sector Forum. R Ohu Ahumahi collaboration (Rōpū Kaitakawaenga) to build relationships with iwi and hapū to better understand Māori aspirations. R I Te Kāhui Mātauranga Māori to provide Mātauranga Māori lens to Ringa Hora product design and quality assurance approaches. 	<ul style="list-style-type: none"> R Undertake the Future Workforce project that aims to understand work, skills and training in New Zealand in 2040. I Amplify work that aims to grow participation of particular groups such as Pasifika Navigators of Tomorrow or Jobs for Mums. R Promote the use of Te Mata Raraunga, a collection of vocational education and workforce data. 	<ul style="list-style-type: none"> R Create a package of short, sharp, stackable credentials that meet industry need through Waihangatia te Āmua Ao Shaping the Future of Service Skills project. R I Amplify work that supports people to learn about broad skills for the Service sector, such as MBIE's Digital Boost initiative. 	<ul style="list-style-type: none"> R Develop an 'employer hub' that shares resources, information, and case studies of Service sector excellence – targeted at SMEs. I Amplify approaches that improve diversity, equity and inclusion, such as Diversity Works NZ, Disabled Persons Assembly Information Exchange resources for employers, and Rainbow Tick.
Security specific initiatives Who is leading the initiative R = Ringa Hora I = Industry	<ul style="list-style-type: none"> R I Explore the value of connection with community, whānau and iwi to support the training and success of kaimahi in Security. 	<ul style="list-style-type: none"> R I The NZSA Special Interest Group + Ringa Hora to work together to further refine assessment practice to ensure kaimahi are consistently training and inducted. This addresses both CoA assessment processes and potentially assessment for other key skills. I Raising the profile and perceptions of the sector to assist with engagement of rangatahi and bringing in new kaimahi to the sector. Possible initiatives might include: <ul style="list-style-type: none"> finding and using role models for the sector that can be promoted, promoting opportunities for all learners, including specific roles for tāngata whaikaha that can be promoted and celebrated, better engagement with schools, for instance, inviting schools to attend key industry meetings and events to learn about the sector. 	<ul style="list-style-type: none"> R I Ringa Hora to explore with industry a mātauranga Māori approach to inform strategies to de-escalate potential conflict situations. R I PSPLA (Private Security Personnel Licensing Authority) to collaborate with Ringa Hora NZSA, and providers of security training on solutions to support Certificate of Approval refresher training. R Ringa Hora will develop micro-credentials through our WDC functions that support industry need. Ringa Hora will also support provider developed micro-credentials that show evidence of industry and/or regional need. R I Industry, in conjunction with Ringa Hora, to further explore support for industry specific Language Literacy and Numeracy initiatives. 	<ul style="list-style-type: none"> R Providers to ensure appropriate Recognition of Current Competency processes are in place in support of recognition of Security kaimahi with existing skills. R I Identify entry pathways and career opportunities for Māori to progress in the Security sector.





RINGA HORA

Services

Workforce Development Council

How to get involved

- ❑ Partner with us on workforce initiatives
- ❑ Tell us what is working and what isn't
- ❑ Report to us on workforce actions progress
- ❑ Engage with us
- ❑ Use the products or initiatives listed in the sector workforce plan

Visit our website or contact us to find out more, receive updates and invitations to industry events.

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