

# ACTION

## Putting this into action for the Hospitality 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 outlines the key areas of focus, medium-term actions and short-term initiatives. These initiatives and actions can be seen as individual threads that weave together to achieve workforce transformation.

	Māori succeeding as Māori	Attracting and retaining the future workforce
<b>Actions</b> Where we would like to be	<ul style="list-style-type: none"> <li>▲ <b>Māori businesses and workforces</b> have opportunities to connect.</li> <li>▲ <b>The Service sector</b> and vocational education system understand and acts on Māori views of success.</li> <li>▲ <b>The vocational education</b> system is shaped by a Mātauranga Māori lens.</li> </ul>	<ul style="list-style-type: none"> <li>▲ <b>Improve the availability</b> and use of high-quality information about the Service sector</li> <li>▲ <b>Increase the participation</b> of Māori, Pacific people, Tāngata Whaikaha, and other groups.</li> <li>▲ <b>Ensure industry visibility</b> and promotion to a wide range of potential ākonga and kaimahi.</li> <li>▲ <b>Encourage organisations involved</b> in workforce development to work collaboratively and have well-understood roles.</li> </ul>
<b>Initiatives</b> What we can do to get there  <b>Service sector initiatives</b>	<ul style="list-style-type: none"> <li>▲ <b>Establish and grow</b> the Māori Service Sector Forum. (Joint Ringa Hora and industry)</li> <li>▲ <b>Ohu Ahumahi collaboration</b> (Rōpū Kaitakawaenga) to build relationships with iwi and hapū to better understand Māori aspirations. (Ringa Hora)</li> <li>▲ <b>Te Kāhui Mātauranga Māori</b> to provide a Mātauranga Māori lens to Ringa Hora product design and quality assurance approaches. (Joint Ringa Hora and industry)</li> </ul>	<ul style="list-style-type: none"> <li>▲ <b>Undertake the Future Workforce</b> project that aims to understand work, skills and training in New Zealand in 2040. (Ringa Hora)</li> <li>▲ <b>Amplify initiatives aimed</b> at growing the participation of specific groups such as Pasifika Navigators of Tomorrow or Jobs for Mums. (Industry)</li> <li>▲ <b>Promote the use</b> of Te Mata Raraunga, a collection of vocational education and workforce data. (Ringa Hora)</li> </ul>
<b>Hospitality specific initiatives</b>	<ul style="list-style-type: none"> <li>▲ <b>Industry should embed</b> to the values of manaakitanga, kaitiakitanga, whanaungatanga and kotahitanga when working with Māori kaimahi through implementing the Culinary Koha project.</li> <li>▲ <b>Industry to embrace</b> targeted leadership development, including support tailored to assist Māori into leadership roles.</li> <li>▲ <b>Industry to promote</b> and support the New Zealand Food Story' and the potential of traditional kai in a modern context, as well as tikanga and appropriate kaupapa for Māori kaimahi in industry.</li> </ul>	<ul style="list-style-type: none"> <li>▲ <b>Explore the concept</b> of a Hospitality and Tourism Accord to define good employer principles for better attraction and retention.</li> <li>▲ <b>Explore opportunities</b> for the funding system to support increased training by SMEs to help improve attraction and retention.</li> <li>▲ <b>Increase participation by</b> providers and career pathways liaisons at Māori forums such as Poukai and other Māori events where rangatahi are gaining skill standards.</li> <li>▲ <b>Industry to work</b> on improved engagement with rangatahi to improve attraction and retention for younger kaimahi.</li> </ul>

Developing broad skills for the future	Creating Mana-Uplifting Jobs and Opportunities
<ul style="list-style-type: none"> <li>▲ <b>Vocational education and training</b> is flexible and adaptable to industry needs.</li> <li>▲ <b>Workforces and businesses</b> are well-prepared to adapt and innovate.</li> <li>▲ <b>Investment decisions</b> are transparent and based on high-quality advice.</li> </ul>	<ul style="list-style-type: none"> <li>▲ <b>Workplaces are accessible</b> and attractive to the current and future workforce.</li> <li>▲ <b>The workforce is recognised, valued, and safe.</b></li> <li>▲ <b>The range of roles</b> is articulated and available.</li> <li>▲ <b>Learning and skills</b> development supports upward and lateral progression.</li> </ul>
<ul style="list-style-type: none"> <li>▲ <b>Create a package</b> of short, sharp, stackable credentials through Waihangatia te Āmua Ao   Shaping the Future of Service Skills project. (Ringa Hora)</li> <li>▲ <b>Amplify work that</b> support people in learning broad skills for the Service sector, such as MBIE's Digital Boost initiative. (Joint Ringa Hora and industry)</li> </ul>	<ul style="list-style-type: none"> <li>▲ <b>Develop an 'employer hub'</b> that shares resources, information, and case studies of Service sector excellence, Targeted at SME's. (Ringa Hora)</li> <li>▲ <b>Amplify approaches</b> that improve diversity, equity, and inclusion, such as Diversity Works, Living Wage, and Rainbow Tick. (Industry)</li> </ul>
<ul style="list-style-type: none"> <li>▲ <b>Explore options</b> to support skill development, specifically for SME business owners and their kaimahi, from agencies such as MSD and other initiatives (e.g., Hospo Start).</li> <li>▲ <b>Develop micro-credentials</b> that support industry need and take into account regional considerations.</li> <li>▲ <b>Create qualifications and</b> other education products with a focus on sustainability, greater technological input, and accessibility.</li> <li>▲ <b>Reduce the administrative</b> burden of training for businesses by streamlining the process of collecting evidence for assessment.</li> </ul>	<ul style="list-style-type: none"> <li>▲ <b>Strengthen the relationships</b> between industry bodies to inform investment advice, provide information on future skills and knowledge requirements, review industry qualifications, offer information on career pathways, and research strategic workforce leadership.</li> <li>▲ <b>Ringa Hora should</b> support Hospitality NZ and the Restaurant Association in delivering several initiatives related to the Ringa Awhi fund. Potential projects for funding include:                         <ul style="list-style-type: none"> <li>▲ <b>Hospo Cred</b></li> <li>▲ <b>Rangatahi/Youth Advisory Project</b></li> <li>▲ <b>Sustainability Road Map</b></li> <li>▲ <b>Harm Minimisation and Cultural Competency Project</b></li> <li>▲ <b>Identify and support</b> Māori Industry collectives and the initiatives they support</li> <li>▲ <b>Collaborate on actions</b> from inaugural Pacific Hospitality Forum 2024.<sup>3</sup></li> </ul> </li> </ul>

<sup>3</sup> Pacific Hospitality Forum Strategy, Pacific Hospitality Forum 2024

# PROGRESS

To support progress with these actions, we have monitored achievements over the past 12 months and identified plans for future delivery

## Hospitality Workforce Action Plan

## What has been delivered in the last 12 months

Industry should embed the values of manaakitanga, kaitiakitanga, whanaungatanga, and kotahitanga when working with Māori kaimahi through the implementation of the Culinary Koha project.

Ringa Hora has been facilitating the development of a new suite of culinary qualifications, including skills standards, and is currently seeking input from the industry and providers. The intent is to replace the existing cookery qualifications and unit standards, allowing providers three years to transition to the new credentials. Feedback indicates a desire for learners to be equipped with skills to operate in a wider variety of workplaces and cuisines, and to have a continuous pathway leading to leadership and management roles. The proposed changes reflect the intention to broaden opportunities for demonstrating culinary skills in different workplaces or training facilities that realistically reproduce workplace conditions.

Industry should embrace targeted leadership development, including support tailored to assist Māori into leadership roles

An environmental scan on leadership within the Aotearoa context was conducted. Leadership dimensions, how leaders are shaped, and the barriers and enablers to leadership development were examined. Industry-wide engagement was conducted through in-person hui, online hui, conference sessions, and collaboration with Hospitality NZ to host an industry-specific webinar.

Industry should promote and support embracing the New Zealand Food Story and the potential of traditional kai in a modern context, as well as tikanga and appropriate kaupapa for Māori kaimahi in the industry

Ringa Hora engaged with a selection of South Waikato region students to gauge interest in marae training. The feasibility scoping for South Waikato hospitality students is complete, with results indicating that students are not currently interested in marae-based training.

## What will be delivered in the next 18 months

## Who is responsible?

Consultation is ongoing to understand

- ▲ Industry views on how the proposals might impact business and staff development.
- ▲ Whether the proposed approach aligns with business expectations for the future direction of the hospitality industry.
- ▲ Feedback from providers about any challenges they foresee with implementation.

**Joint Industry and Ringa Hora**

The next steps include reviewing existing leadership qualifications relevant to Ringa Hora and investigating new product opportunities, identifying opportunities to affect change beyond qualifications.

**Industry**

Student scope complete. Investigate further Māori communities for potential marae-based training feasibility.

**Joint Industry and Ringa Hora**

<p>Explore the concept of a Hospitality and Tourism Accord. to define good employer principles to enable better attraction and retention.</p>	<p>The concept of a Hospitality and Tourism Accord aims to define good employer principles to enable better attraction and retention of employees. TIA Tourism 2050 Blueprint for Impact outlines multiple approaches to good employer principles including:</p> <ul style="list-style-type: none"> <li>▲ Employer of Choice Commitment</li> <li>▲ Improving Employment Standards</li> <li>▲ Support for the Workforce Pipeline</li> <li>▲ Professional HR Practices</li> </ul>
<p>Explore opportunities for the funding system to support increased training by SMEs to help improve attraction and retention.</p>	<p>Ringa Hora have provided advice to TEC to increase funding for qualifications supported by the industry.</p> <p>A current review of Business Qualifications is underway.</p> <p>The 2024 Review of Business Qualifications (Levels 3-7) is in progress.</p> <p>The 2024 Review of the New Zealand Certificate in Organisational Risk and Compliance Level 4 and New Zealand Certificate in Organisational Risk and Compliance Level 6 is currently in progress.</p>
<p>Increase participation by provider and career pathways liaisons at Māori forums such as Poukai and other Māori events where rangatahi are gaining skill standards.</p>	<p>Relationship building with Waikato-Tainui is ongoing with Ohu Ahumahi collaboration (Rōpū Kaitakawaenga).</p>
<p>Industry to work on improved engagement with rangatahi to improve attraction and retention for younger kaimahi</p>	<p>Technology Education Subject Association Coalition Conference 2024, TESAC aims to align educational content with industry needs, ensuring students are well-prepared for future careers in these sectors. This initiative is part of broader efforts to integrate industry requirements with educational curriculums to better prepare students for the workforce.</p> <p>The Technology Education New Zealand Vocational Education Summit, held at Kaiapoi School, brought together educators, industry leaders, and policymakers to discuss vocational education. The event focused on pathway-focused learning and the transition from traditional unit standards to more dynamic skills standards.</p>

<p>Industry uptake and implementation ongoing.</p>	<p><b>Joint Industry and Ringa Hora</b></p>
<p>Review of Accounting, Marketing &amp; Sales, Māori Business and Management, Project Management, Small Business qualifications initiates August 2024.</p>	<p><b>Ringa Hora</b></p>
<p>Co-ordination for Ohu Ahumahi attendance at Poukai underway.</p>	<p><b>Joint Iwi, Industry and Ringa Hora</b></p>
<p>The Home Economics and Technology Teachers Association are participating in ongoing consultations with educational providers to refine and develop qualifications at levels 1, 2, and 3. This engagement ensures that the qualifications meet the evolving needs of students and industries, supporting better alignment between education and employment opportunities.</p>	<p><b>Industry</b></p>

Explore options to support skill development, specifically for SME business owners and their kaimahi from agencies such as MSD and other initiatives (such as Hospo Start).	Hospo Start addresses the hospitality industry's workforce shortage needs. The programme aims to prepare job seekers for entry-level positions in hospitality through a combination of training and support.
Develop micro-credentials that support industry need and take into account regional considerations.	Ringa Hora has developed a Licence Controller Qualification – LCQ (Micro-credential) and support a range of provider developed micro-credentials that meet industry need. These include: Wine Tasting, Craft Beer & Cider tasting, Resilience, Cultural capability, Wellbeing, Responsible Gambling & Harm Minimisation.  NZ School of Education (NZ Skills & Education College) hospitality related micro-credentials: Restaurant Hosting & Cashier, Barista, Food & Beverage runner, Food Safety, Bar management, Waiter.
Create qualifications and other education products with the goals of sustainability, greater technological input and accessibility in mind.	Review of hospitality products, including the development of new cookery skill standards underway.
Reduce the administrative burden of training for businesses by streamlining the process of collecting evidence for assessment	Investigation of streamlining process is ongoing.
Strengthen the investment advice, provide information on future skills and knowledge requirements, review industry qualifications; provide information on career pathways and research into strategic workforce leadership.	Ringa Hora to collaborate with industry and providers to provide accurate and representative advice to TEC to increase funding for qualifications as advised by industry. This will ensure that investment decisions are transparent and based on high quality advice.

Hospo Start potential expansion to wider reach and the regions.	Industry
Anticipate further micro-credentials awaiting NZQA approval.	Joint Ringa Hora and Industry
Culinary Koha aims to provide a suite of qualifications and training standards for the development of a chef's career in New Zealand, from entry-level to the highest level, and respond to the contemporary needs of the hospitality industry. Feedback and next steps underway.	Ringa Hora
N/A	Joint providers and Ringa Hora
Industry share data and insights free and frankly and collaborate across industry bodies, providers and with Ringa Hora to strengthen advice.	Join Industry, Providers and Ringa Hora

<p>Ringa Hora to support Hospitality NZ and the Restaurant Association on the delivery of several initiatives related to the Ringa Awhi fund. Potential Projects for funding include:</p> <ul style="list-style-type: none"> <li>° Hospo Cred.</li> <li>° Rangatahi / Youth Advisory project</li> <li>° Sustainability Road Map</li> <li>° Harm minimisation and cultural competency project</li> </ul>	<p>The Hospo Cred platform is established (hospocred.co.nz.) The platform is designed to provide recognition for employers who exceed benchmark standards in the hospitality industry.</p> <p>The Rangatahi Advisory Group has been established to shape and guide strategy for what best serves the youth demographic. The group is involved in campaigns such as #hospolife to engage with young people.</p> <p>The sustainability roadmap includes the establishment of sustainability benchmarks and certifications that encourage environmentally friendly practices. Additionally, the Kai Keepers food waste pilot has been launched to address food waste issues within the sector.</p> <p>A partnership with Queenstown Resort College with approvals for micro's actioned and approved by NZQA. The harm minimisation and cultural competency project aims to develop core hospitality training with the integration of assigned micro-credentials. This fosters a workforce who are skilled, empowered and engaged in their duty of care thereby supporting workforce retention.</p>
<p>Identify and support Māori Industry collectives and the initiatives they support</p>	<p>NZ Māori Tourism held <b>He Kura Tawhiti - Māori Tourism Conference 2024</b>. Bringing together influential leaders and experts from diverse backgrounds to discuss the future of Māori tourism in New Zealand (including strands of Hospitality) and common interests with key indigenous and global tourism groups.</p>
<p>Collaborate on actions from the inaugural Pacific Hospitality Forum 2024.</p>	<p>Key focus areas from the Pacific forum:</p> <ul style="list-style-type: none"> <li>▲ Economic collaboration and strengthening ties</li> <li>▲ Networking relationships across the Pacific</li> <li>▲ Career path promotion and workforce development</li> <li>▲ Programmes and education</li> <li>▲ Sustainability and growth</li> <li>▲ Legacy and enduring impact</li> </ul>

<p>Further update November 2024</p>	<p><b>Joint Industry, Providers and Ringa Hora</b></p>
<p>Tuia 2024 hui held later in the year continue the momentum and follow up Māori industry relationships across the Service Sector.</p>	<p><b>Joint Industry and Ringa Hora</b></p>
<p>Industry focus on network building and relationships to strengthen ties and empower collaboration to support momentum for follow up actions.</p>	<p><b>Industry</b></p>

# APPENDIX\*

## Accommodation<sup>45</sup>

- ▲ Hotels and resorts tend to be located in popular tourist destinations. Regions that have a combination of large cities and popular regional or beach destinations tend to have a higher share of hotels.
- ▲ Motels and holiday parks cater to travellers with access to a car. As motorists are more mobile than other travellers, this allows motels and holiday parks to locate in more isolated regions than other forms of tourist accommodation.
- ▲ Holiday and caravan parks are protected from competition in regional areas. They are often the only form of accommodation in isolated tourist destinations or small regional towns.
- ▲ There has been a resurgence in overseas visitors as a result of increasing airlift capacity, with international visitors reaching over 76% of pre-pandemic levels through 2023. This positive trend is expected to continue as flights are set to continue and increase routes to New Zealand.<sup>6</sup>

## Café's & Restaurants<sup>7</sup>

- ▲ While higher incomes provide greater purchasing power to households to spend on food and beverages, discretionary incomes have shrunk over the past three years due to significant cost-of-living pressures. This trend has squeezed industry revenue growth.<sup>8</sup>
- ▲ Overall, industry revenue is expected to grow at an annualised 0.6% over the five years through 2023-24, to \$7.3 billion. This includes an anticipated revenue jump of 1.0% in the current year.
- ▲ There are approximately 124,200 workers in the wider workforce and 65,700 in core workforce. 50% of the workforce are rangatahi (aged 15-24 years). For many rangatahi, hospitality offers an achievable entry point and an opportunity to earn a decent living, which can often lead to fulfilling, life-long careers.

The largest occupations within accommodation are Commercial cleaner, Hotel/Motel Manager, Commercial Housekeeper and Waiter.

## Takeaway and Convenience food<sup>9</sup>

- ▲ Takeaway Food Services industry has benefited from strong consumer demand. Fast food retailers' revenue has risen at an annualised 2.6% over the five years through 2023-24 and is expected to total \$3.8 billion in 2023-24, when revenue will jump by an estimated 1.9%.
- ▲ There are approximately 53,200 workers in the wider workforce and 23,900 in the core workforce, 52% of which are rangatahi (aged 15-24 years). For many rangatahi, the industry will provide them with core, transferable skills such as customer service, communication and problem-solving skills.
- ▲ The largest occupations are sales assistant, manager, kitchenhand and chef.
- ▲ The concentration of takeaway and convenience food retailers is highly correlated with population distribution, such as Auckland, Canterbury and Wellington.

## Pubs, Taverns and Bars<sup>10</sup>

- ▲ The market size of the pubs, Bars and Nightclubs industry in New Zealand is measured at \$2.0bn in 2023.
- ▲ There are approximately 30,000 workers in the wider workforce and 16,000 in the core workforce. 44% of the workforce are rangatahi (aged 15-24 years).
- ▲ The largest occupations are chef, bar attendant, hotel service manager and waiter.

## Catering<sup>11</sup>

- ▲ The largest occupations are chef, café worker, café/restaurant manager, and kitchen hand.
- ▲ There are approximately 18,000 in the wider workforce and 8,000 in the core workforce. 69% are women and 19% are Māori.
- ▲ Industry revenue is expected to decline at an annualised 3.5% over the five years through 2023-24 to \$833.2 million. This could be due to a range of factors including increased competition, economic volatility and changing consumer habits. Businesses are needing to adopt and change traditional business practices to keep up with the rate of change within the industry.
- ▲ Auckland has the highest number of caterers due to the number of corporate offices, schools, universities, businesses, government departments, hospitals and sporting and entertainment venues.

## Clubs

- ▲ This class consists of associations mainly engaged in providing hospitality services to members. These hospitality services include gambling, sporting or other social or entertainment facilities.
- ▲ There are approximately **7,700 in the wider workforce and 3,800 in the core workforce**. 61% are women and 24% are Māori.
- ▲ The largest occupations are bar attendant, hotel service manager, waiter and chef.

<sup>4</sup> Motels, Hostels and Holiday Parks in New Zealand - Market Size, Industry Analysis, Trends and Forecasts (2024-2029)| IBISWorld

<sup>5</sup> Hotels and Resorts in New Zealand - Market Size, Industry Analysis, Trends and Forecasts (2024-2029)| IBISWorld

<sup>6</sup> New Zealand Hotel Outlook 2024 | JLL Research

<sup>7</sup> Cafes and Restaurants in New Zealand - Market Size, Industry Analysis, Trends and Forecasts (2024-2029)| IBISWorld

<sup>8</sup> 2023 Dining Out survey - Restaurant Association of New Zealand (restaurantnz.co.nz)

<sup>9</sup> Fast Food and Takeaway Food Services in New Zealand - Market Size, Industry Analysis, Trends and Forecasts (2024-2029)| IBISWorld

<sup>10</sup> Pubs, Bars and Nightclubs in New Zealand - Market Size, Industry Analysis, Trends and Forecasts (2024-2029)| IBISWorld

<sup>11</sup> Catering Services in New Zealand - Market Size, Industry Analysis, Trends and Forecasts (2024-2029)| IBISWorld