

INDUSTRY ACTION PLAN

2024



RINGA HORA

Services

Workforce Development Council

THE POWER OF PEOPLE

**IN HOSPITALITY AND
FOOD SERVICES**

This year our visual theme for each of the Industry Action Plans has been developed with a Te Ao Māori context in mind.

For the Hospitality industry we lean into the symbolism of the Pohutakawa. It encapsulates the values of resilience, manaakitanga, connection to the land and people, and the enduring nature of welcoming and protecting others.



BUILDING A FUTURE-READY WORKFORCE AMIDST UNCERTAINTY

Future Vision

The Hospitality & Food Services industry acts as a gateway for many kaimahi entering the workforce or looking to change careers. The industry enables them to pursue exciting and expansive careers. It also opens up new opportunities for people to progress in various areas, such as marketing, culinary roles, front of house, or management. The nature of the industry is vast and diverse, offering a range of opportunities for kaimahi to advance and gain valuable life-long experience, which will serve them wherever they go.

TACKLE THE
CHALLENGES
SEIZE THE
OPPORTUNIT

About the Industry

Hospitality & Food Services provides opportunities for the people of Aotearoa to come together. It creates a backdrop for memories and experiences for visitors and locals to enjoy, and the industry dovetails neatly with our Tourism and Travel sectors. The industry comprises multiple roles and includes accommodation, catering, takeaway food, clubs (associations), and pubs, taverns and bars. The Hospitality & Food services industry is essential, contributing billions of dollars annually to New Zealand's GDP.

Accommodation

Accommodation businesses include hotel chains, motels, campgrounds, and a range of residential accommodation such as serviced apartments and student residences. Some accommodation providers also have restaurants, and/or conference facilities.

Cafés and Restaurants

Cafés and restaurant services includes services where customers generally order and are served while seated (i.e. waiter/waitress service) and pay after eating.

Takeaway Food Services

Takeaway and convenience food services provide food ready to be taken away for immediate consumption.

Pubs, Taverns & Bars

Businesses serving alcoholic beverages for consumption on the premises such as bars, hotel bars, nightclubs, pubs, taverns and wine bars. These businesses may also provide food services, gambling services and/or present live entertainment.

Catering Services

Catering provides services at specified locations, or events such as private events, conference events, or airline catering.

Clubs

Associations mainly engaged in providing hospitality services to members. These hospitality services include gambling, sporting, or other social or entertainment facilities.

About the workforce

New Zealand's Hospitality & Food Services workforce truly provides the 'face' of our nation. Hospitality workers are found everywhere, from restaurants, bars, clubs, and cafés in our urban centres to the most remote regions. Day and night, the Hospitality workforce sets the scene for all customers, both international and domestic, to socialise and experience the best that New Zealand has to offer.

The large workforce of 175,000 brings a wealth of expertise, experience and skills, contributing to a lasting impression of professionalism and service standards that form the backbone of our reputation as an international destination¹. The industry experienced a sharp rebound after the pandemic, with the workforce expected to grow to 182,000 workers in 2025 and 191,000 by 2028. However, recent economic uncertainties and the rising cost-of-living pressure are creating significant challenges for the industry.

¹ Scarlatti, Ringa Hora Core workforce, 2022: <https://www.sweetanalytics.co.nz/portals/wdc-dashboard-ringa-hora/>

About the learners and providers

Training is a focus for the industry, with the Hospitality New Zealand Strategy 2024-2029 stating the importance of providing world-class training and resources for business owners and of supporting kaimahi with their professional development. Despite the recognition of needing suitable skills for the industry to thrive, there continues to be a declining uptake of training. While several organisations provide multiple work-based training options and internships, there are nine formal qualifications for the Hospitality and Food industry, including:

New Zealand Certificate in Hospitality (Level 2, Level 3 and Level 5 (advanced))

- ▲ New Zealand Diploma in Hospitality Management (Level 5 and Level 6)
- ▲ New Zealand Certificate in Professional Wine Knowledge (Level 5)
- ▲ New Zealand Diploma in Professional Wine Management (Sommelier) (Level 6)
- ▲ New Zealand Certificate in Food and Beverage Service (Level 3 and Level 4)

There has been a recent review of the suite of cookery qualifications as part of the Culinary Koha project, which has confirmed that these qualifications develop the skills needed in chef roles and in managing professional kitchens. Employers recognise the value of these qualifications as demonstrated by having staff participate in on-job learning and by employing qualified chefs.



New Zealand's Hospitality & Food services workforce truly provides the 'face' of our nation. Our Hospitality workers are found everywhere, from restaurants, bars, clubs and cafés in our urban centres, to the most remote regions.



KEY

Our workforce

▶ Number of workers 2023

174,499



4%

↑ Change over past
5 years (2018-2023)

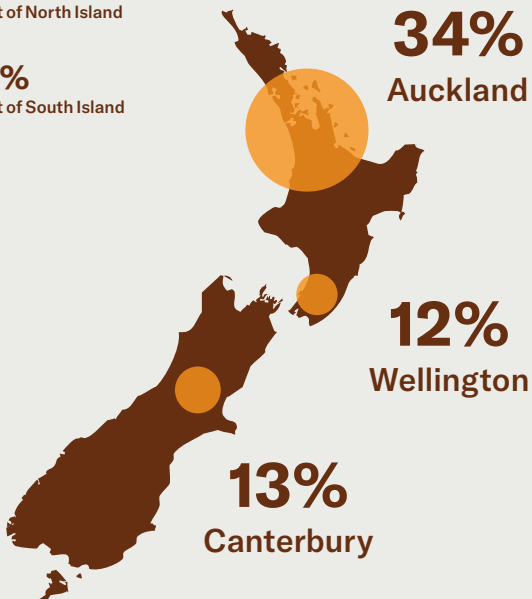
11%

↑ Forecast change
over next 5 years

▶ Employment by Region 2023

28%
Rest of North Island

14%
Rest of South Island



▶ Age 15 - 24 years 2018

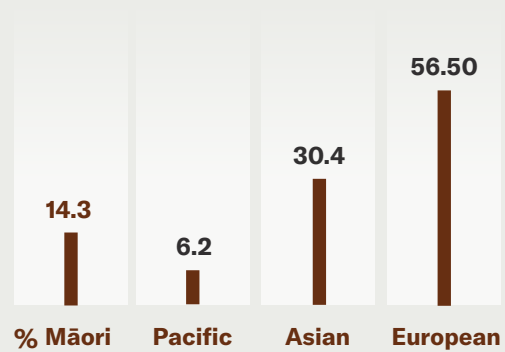
36%

▶ Female 2023

61%



▶ Ethnicity 2018



INFORMATION

Our businesses

▶ **Number of business** 2023 **25,881** **0.3% ↑** *Change in Business over last year (2022-2023)*

▶ **Māori owner business** 2021



7%



▶ **Self-employment** 2023

20,436

▶ **Business size FTE per business** 2023

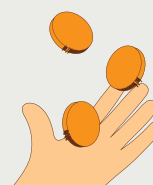
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Our economy

▶ **GDP** 2023 **\$7.9bn**

▶ **GDP per FTE** 2023 **\$56,571**

▶ **Change in GDP over last year (2022-2023)** 2023 **11% ↑**



Occupation

	2023	2018	2027	Actual change over past 5 years 2018-2023	Forecast change over next 4 years 2023-2027
Chef	22,840	20,636	25,585	11%	12%
Waiter	15,899	15,574	16,760	2%	5%
Cafe or Restaurant Manager	14,092	13,095	15,337	8%	9%
Sales Assistant (General)	13,157	12,046	13,970	9%	6%
Kitchenhand	11,534	10,983	12,339	5%	7%



Training & Qualification

Current NZQCF Products

	Qualifications	Programmes	Enrolments 2023
Accommodation	2	7	55
Level 3			55
Beverage and Quick Service Restaurants	4	60	6605
Level 3			5505
Level 4			1085
Level 5			15
Catering	2	2	120
Level 3			120
Cookery	3	89	1605
Level 3			455
Level 4			895
Level 5			255
Hospitality	5	70	860
Level 2			630
Level 3			15
Level 5			210
Level 6			5

Enrolment 2023 vs 2017	Enrolment 2023 vs 2022	Completion 2022	Completion 2022 vs 2017	Completion 2022 vs 2021
-86%	38%	20	-83%	-43%
		20		
-11%	-8%	3110	-1%	21%
		2625		
		480		
		5		
-44%	-38%	110	92%	4%
		110		
-46%	1%	820	-55%	-48%
		230		
		405		
		185		
-61%	-16%	500	-40%	-57%
		280		
		20		
		125		
		75		



TOP OF MIND HOSPITALITY AND FOOD

Economic resilience of Hospitality and Food businesses



▲ The hospitality sector is facing significant challenges due to the combined impacts of post-pandemic recovery and the ongoing cost-of-living pressure. These are creating substantial hardships for both businesses and their workers. The current economic environment is intensifying these issues, leading to reduced profitability, operational constraints, and increased stress levels among hospitality staff.

▲ While some operators report buoyancy in their trade, others are experiencing declines in both foot traffic and spending.

▲ The return of international tourists during the summer months has provided a much-needed boost, serving as a silver lining amidst ongoing challenges.

▲ The Hospitality and Food sector is highly sensitive to shifts in discretionary spending, grappling with a persistent skills shortage, and operates on notoriously narrow margins.

Workforce Shortages within the sector



▲ Recent surveys from the Restaurant Association (one of the key industry peak bodies) reported that up to 62% of business respondents had to temporarily close due to ongoing staffing shortages. In addition, 80% of members are running establishments that are not fully staffed, 56% of respondents indicated that recruiting for junior roles was challenging, and 84% of employers say it is difficult or extremely difficult to recruit for senior roles.

▲ This shortage is particularly felt in key roles with medium, and high skills needs including chefs, with many businesses required to reduce opening hours due to shortages.

Technology



- ▲ The rapid evolution of technology presents an opportunity for hospitality businesses to enhance their operations by implementing technological features.
- ▲ Businesses are leveraging technology to streamline back-office tasks and reduce time spent on routine, menial activities.
- ▲ Incorporating technological business solutions allows for a greater focus on human interactions, improving customer service and overall experience.
- ▲ Some businesses are increasingly incorporating technology into the customer experience such as kiosk ordering and AI-supported ordering systems.

Consumer habits



- ▲ Customers are increasingly seeking authentic experiences and are also interested in experiences that align with values such as sustainability and social and environmental responsibility. Customers are becoming more interested in the stories and values behind the businesses they support, including alignment with their own values.
- ▲ Customers are becoming more interested in the stories and values behind the businesses they support including alignment with customer values.
- ▲ By focusing on personalised experiences and potentially smaller group offerings, there is opportunity to shift international and domestic customers from seasonal to year-round productivity.
- ▲ Due to these shifts in consumer habits, businesses benefit from understanding their customers, including tailoring offers to meet customer needs and preferences, which can enhance customer satisfaction and loyalty.

Well-being and safety



- ▲ Well-being challenges are prevalent for the hospitality workforce due to the demanding nature of the industry, however the combined impact of post pandemic recovery and current economic climate is exacerbating these challenges.
- ▲ There is momentum in the industry to support the well-being of workers, initiating proactive approaches.
- ▲ Hospitality New Zealand, the Restaurant Association, and Helmet have formed a partnership to strengthen the hospitality sector's ability to support mental health. The initiative uses technology to help peers and individuals support those struggling with mental health issues. The partnership emphasises the industry's commitment to addressing mental health challenges through innovative tools that empower individuals to assist their peers.

HOW THESE TRENDS PLAY OUT

Accommodation



▲ Within accommodation, holiday parks have high seasonal fluctuations with 45% of annual guest nights in December to February. Therefore, they are reliant on part-time, seasonal or casual labour.

▲ Technological advances are supporting the accommodation industry to streamline operations such as management and booking systems using online booking, mobile payments and contactless check in.

Cafe and restaurants



▲ There is a projected increase in demand for chefs between 2022 and 2028 (from 22,153 to 25,681). Despite this there is a shortage of chefs, especially at the senior level.

▲ A higher health consciousness among consumers means restaurants and Cafés are need to expand their menus to cater to more individuals.

▲ A decline in discretionary income means business has slowed, and many businesses have struggled to remain open. For the first time we are observing more cafes closing than opening in Aotearoa.

Takeaway and convenience food



- ▲ There is high competition between fast food and takeaway operators.
- ▲ Traditional fast food chains are expanding their menus to include healthier choices to cater to changing consumer demands, including more salads and plant-based options.
- ▲ Technology such as contact-free delivery, automation and self-service kiosks is enabling businesses to streamline processes, reduce wait times and enhance the customer experience.

Pubs, taverns and bars



- ▲ Per capita alcohol consumption has fallen in line with rising health consciousness. Consumers, especially those aged 18 to 24, have increasingly followed health and fitness trends, which encompass reducing their alcohol intake.
- ▲ High competition keeps profit margins slim. Pubs, bars, and nightclubs tend to imitate each other's prices, averse to severely marking up food and drink options at the risk of losing sales.

Catering



- ▲ Caterers face pressure from volatile raw material costs, economic uncertainty, and inflation, forcing them to adjust pricing strategies. To cut costs, some businesses are trying to reduce overheads by decreasing full-time employee numbers.
- ▲ More players in the market mean caterers need to fight harder for business by keeping prices competitive. This means profit margins are shrinking for many.
- ▲ Businesses also need to change traditional business practices to keep up with customer demands and trends to maintain their reputations.



Productivity is built on decades
of investment – in skills, knowledge,
technology, and relationships.

INDUSTRY PRODUCTIVITY

Productivity is built on decades of investment—in skills, knowledge, technology, and relationships. Productivity in business can impact a range of different areas, including employers, firm dynamics, technology diffusion, and innovation. Achieving higher productivity improves our overall well-being, by increasing the nation's and our ability to produce and afford the goods and services that underpin a happy, healthy life.

With the increasing tougher operating conditions and rising costs, getting greater value from the Hospitality workforce is more important than ever. The ongoing sustainability of the industry will depend on its ability to lift productivity.

Resilience and adaptability are key to strengthening industry in the face of challenges.

Technology is helping business efficiency and productivity. Technological advances are helping the accommodation industry streamline operations, reduce wait times, boost customer satisfaction, and enhance the customer experience, such as:

- ▲ **Online ordering and delivery/online booking systems** which allow businesses to reach a wider audience and for customers to purchase services and products efficiently.
- ▲ **Mobile payments and contactless/contact free check-ins and delivery**, which streamline booking and purchasing experiences for customers.
- ▲ **Automation and self-service**, enable easy and quick transactions for customers with fewer overheads for businesses
- ▲ **Artificial Intelligence and analytics**, enabling businesses to rate recommendations, predict demand, deploy special offers and, schedule staff.
- ▲ **Chatbots** to support customers with questions or queries about their purchase or service.

Innovation and active change contribute to building resilience to future disruptions, whether economic, environmental, or social. This involves adopting flexible business models, diversifying revenue streams, and being prepared to pivot quickly in response to changing circumstances.

INDUSTRY FOCUS — HOSPITALITY NEW ZEALAND²

STRATEGY 2024-2029

The hospitality industry in New Zealand is deeply rooted in person-to-person shared experiences.

As an industry that significantly contributes to the national economy and community, it is crucial to ensure its resilience and sustainability. Hospitality New Zealand's (HNZ) Strategy for 2024-2029 is a five-year document outlining a comprehensive approach to stimulating and strengthening the industry.

The strategy places a strong emphasis on adapting to the evolving expectations of customers. Today's consumers are increasingly seeking experiences that are not only authentic and personalised but also aligned with their values. Sustainability, social responsibility, and a deeper connection to the stories behind the services they consume are becoming more important to customers. This strategy acknowledges these shifts and encourages the industry to embrace them. By aligning with these new customer expectations, businesses within the hospitality sector can differentiate themselves, build stronger relationships with their clientele, and deliver experiences that resonate on a deeper level. This customer-centric approach is vital for maintaining relevance and competitiveness in an ever-changing market.

The strategy envisions a future where technology supports rather than replaces human connection, enabling businesses to strike the right balance between efficiency and personalised service. As the market becomes increasingly competitive, the ability to tailor offerings to meet specific customer needs will become even more crucial. This strategy advocates for a more deliberate and data-driven approach to customer engagement. By gaining deeper insights into what customers truly value, businesses can design and deliver experiences that not only meet expectations but exceed them. This approach will help to drive repeat business and ensure that the industry remains in sync with the changing demands of its customer base.

The demanding nature of the industry has long placed stress on workers, but recent global events have intensified these challenges. The strategy recognises that the well-being of the workforce is not only imperative to staff but also for businesses as well. A healthy, supported, and motivated staff is essential for maintaining high levels of productivity, reducing turnover, and ensuring that businesses can continue to deliver exceptional service. By prioritising mental health and wellbeing, the industry can build a more resilient workforce that is better equipped to navigate the uncertainties and pressures of the economy.

To grow and maintain a sustainable future, the strategy encourages industry to invest in approaches that build resilient and responsible businesses. Incorporating initiatives and supporting projects that improve environmental performance and promote sustainable practices is a key focus to ensure that the sector not only thrives economically but also contributes positively to the environment and society.

Hospitality businesses are positioned as central to the community, providing spaces for social interaction and supporting local events and initiatives.

The strategy supports strengthening ties with local communities and fostering a sense of community involvement to enhance the profile and relevance of hospitality businesses. This can include supporting local suppliers, engaging in community events, and contributing to local causes. Strengthening bonds within the community and between the sector and its stakeholders is another way to ensure both domestic and international customers have exceptional experiences while supporting businesses and communities.

CHANGING WORKFORCE DEMOGRAPHICS

The demographics and other characteristics of New Zealand's population are dynamic—whether that's in terms of ethnicity, age, gender, or the experience of a disability.

This has implications for the Service Sector and more specifically for the Hospitality industry. It will change who services are delivered for and by. It will become more important for the industry to reflect its workforce and customers, to consider the range of offerings to meet customer demand, and for

the workforce to be culturally aware.

Each of these groups makes a unique contribution to the Service sector, and businesses will benefit from recognising this contribution and being responsive to their individual needs.





50%
BY 2035

By 2038, more than 50%
of New Zealand's workforce will be
Māori, Pacific, or Asian.



MĀORI

Approximately 14% of the industry is Māori, who are mainly in roles within catering, clubs, pubs, and taverns. There are fewer Māori in roles within cafes and accommodation, including owner-operators, self-employed and employees.

Māori business support

Support initiatives for small, and medium-sized Māori businesses were a priority for Māori industry to transition to the new normal and adapt to the continuing fluctuations of the economic climate.

Supporting Māori businesses to operate in a way that is viable and representative of Māori culture aligns with both value and values.

Te Ao Māori practices and values are integrated into the delivery of the guest experience. By showcasing these unique attributes, businesses can attract both domestic and international visitors seeking authentic experiences.

Skills and training recognition and support

Te Ao Māori recognition and implementation ensure delivering experiences that are authentic.

Initiatives such as Te Ao Māori training for staff and normalising the use of te reo Māori in service delivery are fundamental for enhancing Te Ao Māori within operations and enhancing the upskill of Māori and non-Māori staff.

Relationships and communities

Māori industry contributes to and is supported by communities and the environment. Prioritising these relationships ensures long term planning for Māori in the industry.

Seasonal fluctuations can mean seasonal employment for both Māori employers and employees of Māori and Māori employees. Networking relationships to address challenges around seasonal fluctuations, particularly for accommodation, food and beverage services, can contribute to stability employment for current and potential staff.



PACIFIC

Approximately 6% of the Hospitality industry comprises Pacific workers. The Pacific Hospitality industry recently held its first meeting to discuss and strategise growth for Pacific people in hospitality, both as a workforce and as business owners. The following initiatives were identified and discussed.

Collaboration

Economic collaboration within the Pacific hospitality industry focuses on strengthening economic connections and partnerships across different Pacific nations. This means working together to improve trade, investment, and opportunities across the Pacific. Improving Economic Performance. By improving the movement of people, goods, and services throughout the Pacific, we can lift the economic performance of the Pacific Hospitality industry.

This means more jobs, better businesses, and stronger economies. Simplifying immigration and visa processes can make it easier for workers to move between countries for work placements.

Sharing knowledge and resources: Collaborating economically allows Pacific nations to share resources, knowledge, and skills. This can lead to better management of resources and more innovative solutions to common problems. Developing technology solutions can improve cross-country relationships and ongoing communication.

Pacific small businesses

Many hospitality businesses in the Pacific are SMEs. Economic collaboration can provide these businesses with the training and support they need to grow and succeed on a larger scale. Conduct needs assessments to identify what's working well, gaps, and region-specific needs.

Strengthening Relationships

Networking relationships focus on building and maintaining connections among hospitality professionals, associations, and organisations across the Pacific region. This includes creating opportunities for these groups to collaborate and support each other empowering Pacific groups to share successful strategies and practices, and supporting increased innovation.

Industry wide relationships across the Pacific can open career opportunities for hospitality workers by connecting them with a wider pool of potential employers and training programmes. Developing a database of best practices and information will inform decisions and strategies as well as provide a platform for staff-sharing opportunities during off-seasons.

ACTION

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

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.

Developing broad skills for the future	Creating Mana-Uplifting Jobs and Opportunities
<ul style="list-style-type: none"> ▲ Vocational education and training is flexible and adaptable to industry needs. ▲ 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 range of roles is articulated and available. ▲ Learning and skills development supports upward and lateral progression.
<ul style="list-style-type: none"> ▲ Create a package of short, sharp, stackable credentials through Waihangatia te Āmua Ao Shaping the Future of Service Skills project. (Ringa Hora) ▲ Amplify work that support people in learning broad skills for the Service sector, such as MBIE’s Digital Boost initiative. (Joint Ringa Hora and industry) 	<ul style="list-style-type: none"> ▲ Develop an ‘employer hub’ that shares resources, information, and case studies of Service sector excellence, Targeted at SME’s. (Ringa Hora) ▲ Amplify approaches that improve diversity, equity, and inclusion, such as Diversity Works, Living Wage, and Rainbow Tick. (Industry)
<ul style="list-style-type: none"> ▲ Explore options to support skill development, specifically for SME business owners and their kaimahi, from agencies such as MSD and other initiatives (e.g., Hospo Start). ▲ Develop micro-credentials that support industry need and take into account regional considerations. ▲ Create qualifications and other education products with a focus on sustainability, greater technological input, and accessibility. ▲ Reduce the administrative burden of training for businesses by streamlining the process of collecting evidence for assessment. 	<ul style="list-style-type: none"> ▲ Strengthen the relationships 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. ▲ Ringa Hora should 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"> ▲ Hospo Cred ▲ Rangatahi/Youth Advisory Project ▲ Sustainability Road Map ▲ Harm Minimisation and Cultural Competency Project ▲ Identify and support Māori Industry collectives and the initiatives they support ▲ Collaborate on actions from inaugural Pacific Hospitality Forum 2024.³

PROGRESS

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.

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

What will be delivered in the next 18 months	Who is responsible?
<p>Consultation is ongoing to understand</p> <ul style="list-style-type: none"> ▲ 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. 	<p>Joint Industry and Ringa Hora</p>
<p>The next steps include reviewing existing leadership qualifications relevant to Ringa Hora and investigating new product opportunities, identifying opportunities to affect change beyond qualifications.</p>	<p>Industry</p>
<p>Student scope complete. Investigate further Māori communities for potential marae-based training feasibility.</p>	<p>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.

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:

- ▲ Employer of Choice Commitment
- ▲ Improving Employment Standards
- ▲ Support for the Workforce Pipeline
- ▲ Professional HR Practices

Explore opportunities for the funding system to support increased training by SMEs to help improve attraction and retention.

Ringa Hora have provided advice to TEC to increase funding for qualifications supported by the industry.

A current review of Business Qualifications is underway.

The 2024 **Review of Business Qualifications (Levels 3-7)** is in progress.

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.

Increase participation by provider and career pathways liaisons at Māori forums such as Poukai and other Māori events where rangatahi are gaining skill standards.

Relationship building with Waikato-Tainui is ongoing with Ohu Ahumahi collaboration (Rōpū Kaitakawaenga).

Industry to work on improved engagement with rangatahi to improve attraction and retention for younger kaimahi

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.

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>Industry uptake and implementation ongoing.</p>	<p>Joint Industry and Ringa Hora</p>
<p>Review of Accounting, Marketing & Sales, Māori Business and Management, Project Management, Small Business qualifications initiates August 2024.</p>	<p>Ringa Hora</p>
<p>Co-ordination for Ohu Ahumahi attendance at Poukai underway.</p>	<p>Joint Iwi, Industry and Ringa Hora</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>Industry</p>

<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).</p>	<p>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.</p>
<p>Develop micro-credentials that support industry need and take into account regional considerations.</p>	<p>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.</p> <p>NZ School of Education (NZ Skills & Education College) hospitality related micro-credentials: Restaurant Hosting & Cashier, Barista, Food & Beverage runner, Food Safety, Bar management, Waiter.</p>
<p>Create qualifications and other education products with the goals of sustainability, greater technological input and accessibility in mind.</p>	<p>Review of hospitality products, including the development of new cookery skill standards underway.</p>
<p>Reduce the administrative burden of training for businesses by streamlining the process of collecting evidence for assessment</p>	<p>Investigation of streamlining process is ongoing.</p>
<p>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.</p>	<p>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.</p>

<p>Hospo Start potential expansion to wider reach and the regions.</p>	<p>Industry</p>
<p>Anticipate further micro-credentials awaiting NZQA approval.</p>	<p>Joint Ringa Hora and Industry</p>
<p>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.</p>	<p>Ringa Hora</p>
<p>N/A</p>	<p>Joint providers and Ringa Hora</p>
<p>Industry share data and insights free and frankly and collaborate across industry bodies, providers and with Ringa Hora to strengthen advice.</p>	<p>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:

- ° Hospo Cred.
- ° Rangatahi / Youth Advisory project
- ° Sustainability Road Map
- ° Harm minimisation and cultural competency project

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.

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.

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.

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.

Identify and support Māori Industry collectives and the initiatives they support

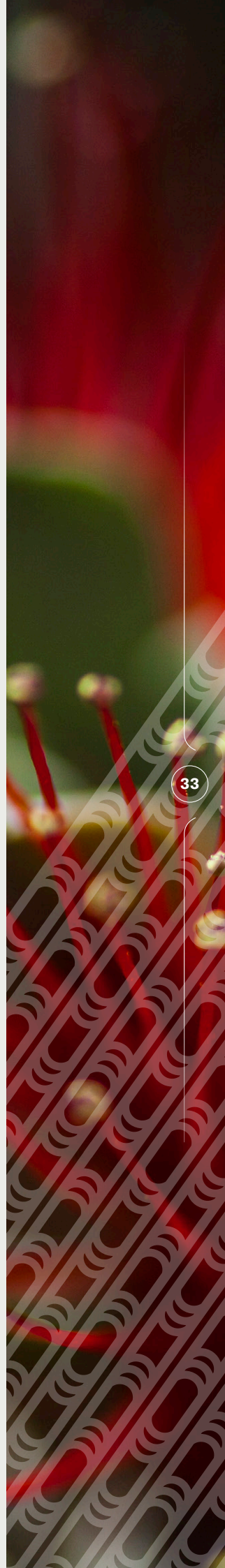
NZ Māori Tourism held **He Kura Tawhiti - Māori Tourism Conference 2024**. Bringing together influential leaders and experts from diverse backgrounds to discuss the future of Māori tourism in New Zealand (including strands of Hospitality) and common interests with key indigenous and global tourism groups.

Collaborate on actions from the inaugural Pacific Hospitality Forum 2024.

Key focus areas from the Pacific forum:

- ▲ Economic collaboration and strengthening ties
- ▲ Networking relationships across the Pacific
- ▲ Career path promotion and workforce development
- ▲ Programmes and education
- ▲ Sustainability and growth
- ▲ Legacy and enduring impact

<p>Further update November 2024</p>	<p>Joint Industry, Providers and Ringa Hora</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>Joint Industry and Ringa Hora</p>
<p>Industry focus on network building and relationships to strengthen ties and empower collaboration to support momentum for follow up actions.</p>	<p>Industry</p>



APPENDIX*

Accommodation⁴⁵

- ▲ 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.⁶

Café's & Restaurants⁷

- ▲ 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.⁸
- ▲ 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.

⁴ [Motels, Hostels and Holiday Parks in New Zealand - Market Size, Industry Analysis, Trends and Forecasts \(2024-2029\)| IBISWorld](#)

⁵ [Hotels and Resorts in New Zealand - Market Size, Industry Analysis, Trends and Forecasts \(2024-2029\)| IBISWorld](#)

⁶ [New Zealand Hotel Outlook 2024 | JLL Research](#)

⁷ [Cafes and Restaurants in New Zealand - Market Size, Industry Analysis, Trends and Forecasts \(2024-2029\)| IBISWorld](#)

⁸ [2023 Dining Out survey - Restaurant Association of New Zealand \(restaurantnz.co.nz\)](#)

Takeaway and Convenience food⁹

- ▲ 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 Bars¹⁰

- ▲ 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.

Catering¹¹

- ▲ 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.

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

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

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



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