



THE POWER  
OF PEOPLE

IN TOURISM & TRAVEL

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

In Te Ao Māori, the Kea symbolizes manaakitanga (hospitality) and whanaungatanga (relationship-building) through its curious and intelligent nature. It embodies the spirit of guiding and caring for visitors, encouraging exploration while respecting the land. For tourism, the kea represents the journey of discovery, where adventure is paired with a deep connection to the environment and its stories.



# BUILDING A FUTURE-READY WORKFORCE AMIDST UNCERTAINTY

## Future Vision

The future of Tourism & Travel is evolving as customers demand more meaningful, connected experiences. Te Ao Māori is the future of tourism and travel as customers seek and value more meaningful connected experiences including histories, stories, world view, and cultural experiences forming an integral part of New Zealand's identity. The industry will adopt new and emerging

technology, and embrace innovation to help their businesses grow and enhance the visitor experience. The future workforce is one where individuals are 'well equipped', and have access to ongoing opportunities to upskill within their roles and develop in their careers<sup>2</sup>.

This will ensure that the industry provides world class visitor experience and delivers benefits for all New Zealanders.

<sup>1</sup> Beehive (July 2024), Investing for future growth in tourism and hospitality

<sup>2</sup> TIA (2023), Workforce | Tourism 2050 Blueprint for impact

TACKLE THE  
CHALLENGES  
SEIZE THE  
OPPORTUNITI



## About the Industry

At its core, the Tourism & Travel industry connects people and provides them with a wealth of experiences all over the motu, ranging from leisure and recreational activities, entertainment, hospitality, retail, accommodation, and travel. Whether you are thrill-seeking in Queenstown, out for dinner in Christchurch, exploring the far North or enjoying recreation or shopping for clothing while travelling through Tauranga, the Tourism & Travel industry is there to support you.

Tourism is critical to New Zealand as one of our largest export industries and an important economic growth driver, generating \$37.7 billion from visitor spending as of March 2023, an increase of 39.6% (\$10.7 billion), and generating a direct contribution to GDP of \$13.3 billion, or 3.7% of GDP, an increase of 30.9% (\$3.1 billion)<sup>3</sup>. New Zealand tourism is now set to grow and expand beyond pre-pandemic levels, driving an increase in industry-wide revenue and profitability over the next five years<sup>4</sup> with an anticipated surge of 35.3% in 2023-24, as international tourists return to New Zealand.

<sup>1</sup> MBIE (2023), [Tourism and the economy](#) | Ministry of Business, Innovation & Employment ([mbie.govt.nz](http://mbie.govt.nz))

<sup>2</sup> Ibis World (March 2023), [Tourism in New Zealand - Market Size, Industry Analysis, Trends and Forecasts \(2024-2029\)](#) | IBISWorld

## About the workforce

There are approximately 149,000 workers in the Tourism & Travel industry, excluding casual and part-time workers, as of 2023. It is estimated that this number will continue to grow by 2% per year in the near future, reaching 157,000 in 2025, and employing more than 166,000 people by 2028.

A high proportion of these workers are rangatahi (aged 15-24). It is expected that rangatahi will continue to make up a large proportion of the tourism workforce. Tourism Industry Aotearoa (TIA) has reported that two in five organisations are engaging with or planning to engage with secondary schools or tertiary providers to recruit staff. To support this, TIA have been holding a series of career expos, information sessions, internship programmes and gateway initiatives to promote career pathways into and within the Tourism & Travel industry.

There are a range of opportunities for rangatahi and the wider workforce to explore, especially for those interested in:

- ▲ working with people from a range of countries and cultures
- ▲ Te Ao Māori and promoting New Zealand culture
- ▲ customer service, building relationships and sales
- ▲ guiding and instructing people in outdoor recreation activities and other experiences
- ▲ using leadership, planning and organisational skills
- ▲ developing new products and services.

Although Tourism & Travel has rebounded strongly since the Covid-19 pandemic, businesses continue to struggle to fill the staff vacuum left, let alone meet the growth in demand. Shortages are particularly acute in towns and regions with large tourist numbers and relatively small labour markets such as Queenstown.





## About the learners and providers

Whilst a number of organisations provide multiple work-based training options and internships, there are also eight formal qualifications within the Tourism & Travel industry which support the industry to meet workforce need.

Industry are increasingly demanding short, sharp, stackable micro-credentials which could support businesses to provide more accessible training and for learners to upskill and develop more transferrable skills to help them progress within their careers. This includes potential micro-credentials for authentic storytelling.

In addition, there is a trend towards more hands-on learning over theoretical education with industry promoting apprenticeship schemes and government-supported internships. Industry emphasises the importance of practical, relevant and accessible training, as well as niche industry awareness and core skills such as critical thinking, customer service skills and communication.

Industry has highlighted other key challenges for industry training, including language barriers, funding availability, regional accessibility of training.

# KEY

## Our workforce

### ▶ Number of workers 2023

149,167



3%



Change over past  
5 years (2018-2023)

13%

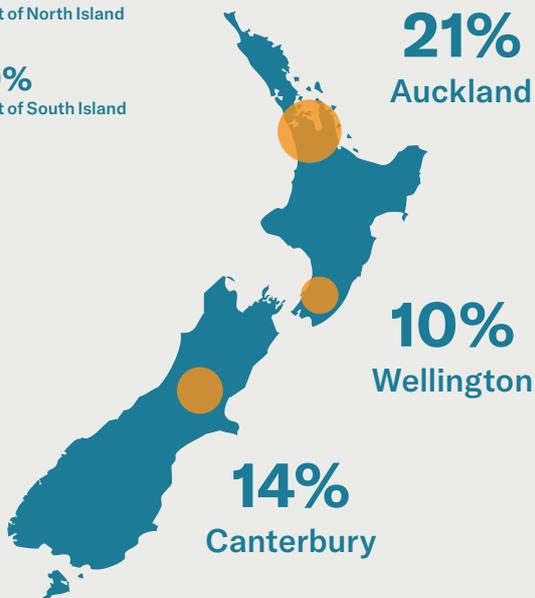


Forecast change  
over next 5 years

### ▶ Employment by Region 2023

36%  
Rest of North Island

19%  
Rest of South Island



### ▶ Age 15 - 24 years 2018

23%

### ▶ Female 2023

59%



### ▶ Ethnicity 2018



## Training & Qualification

### Current NZQCF Products

|                  | Qualifications | Programmes | Enrolments<br>2023 |
|------------------|----------------|------------|--------------------|
| Tourism & Travel | 8              | 85         | 1630               |
| 2                |                |            | 35                 |
| 3                |                |            | 495                |
| 4                |                |            | 565                |
| 5                |                |            | 450                |
| 6                |                |            | 85                 |

# INFORMATION

## Our businesses

▶ **Number of business** **24,252** **3% ↑** *Change in Business over last year (2022-2023)*  
 2023

▶ **Māori owner business**  
 2021   
**6%** 

▶ **Self-employment**  
 2023  
**18,265**

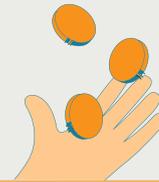
▶ **Business size FTE per business**  
 2023  
**6**

## Our economy

▶ **GDP** **\$11.6bn**  
 2023

▶ **GDP per FTE** **\$92,499**  
 2023

▶ **Change in GDP over last year (2022-2023)** **8% ↑**  
 2023



## Occupation

|                            | 2023   | 2018   | 2027   | Actual change over past 5 years 2018-2023 | Forecast change over next 4 years 2023-2027 |
|----------------------------|--------|--------|--------|---|---|
| Sales Assistant (General)  | 11,591 | 10,830 | 12,054 | 7%  | 4%  |
| Chef                       | 7,610  | 6,966  | 8,531  | 9%  | 12%   |
| Waiter                     | 5,390  | 5,342  | 5,704  | 1%  | 6%  |
| Cafe or Restaurant Manager | 4,639  | 4,322  | 5,067  | 7%  | 9%  |
| Retail Manager (General)   | 4,407  | 4,189  | 4,532  | 5%  | 3%  |

| Enrolment 2023 vs 2017 | Enrolment 2023 vs 2022 | Completion 2022 | Completion 2022 vs 2017 | Completion 2022 vs 2021 |
|------------------------|------------------------|-----------------|-------------------------|-------------------------|
| -70%                   | -7%                    | 935             | -68%                    | -40%                    |
|                        |                        | 20              |                         |                         |
|                        |                        | 210             |                         |                         |
|                        |                        | 405             |                         |                         |
|                        |                        | 200             |                         |                         |
|                        |                        | 100             |                         |                         |

# TOP OF MIND

## Resilience to economic changes



▲ The increasing impact of cost of living has meant less household disposable income for leisure activities. As a result, many businesses are having difficulty attracting customers and competing for customer disposable income.

▲ Recovery in international travel and the rising cost of living means tourism operators are needing to balance domestic and international offerings.

▲ Businesses are therefore seeing a decrease in customers, less productivity, and increased cost, and some are facing closures.

## Promote New Zealand as a year round destination



▲ More than a third of visitors travel to New Zealand in the summer months (40 percent of the total spend), but it can result in insecure seasonal jobs, overcrowding and congestion.

▲ Outside of peak season, hotel rooms are left empty, business return to skeleton staff and some hibernate, waiting for visitors to return over the warmer months.

▲ Tourism operators focussing on seasonal attractions such as winter leisure activities are increasingly seeking ways to appeal to Australian visitors to travel to and enjoy New Zealand activities compared to other international destinations.

▲ Tourism New Zealand has an ambitious new strategy which will support this and grow tourism by \$5 billion over the next four years by attracting more visitors outside of summer. The strategy highlights the importance of building New Zealand's brand, enhancing the visitor experience and growing off-peak arrivals.



# TOURISM

## Recruitment challenges



- ▲ Industry has reported challenges recruiting from secondary schools and tertiary institutions and have noted the lack of life skills and experience, limited time for training, suitability of working hours, license and qualification requirements.
- ▲ Organisations have also reported a shortage of quality applicants, followed by unrealistic expectations regarding accommodation for job seekers, discrepancy between available and work hours.
- ▲ In addition, increased wages are impacting the ability of businesses to alleviate recruitment issues for their organisation.
- ▲ Other recruitment challenges include time and funding constraints, immigration and visa restrictions, a limited talent pool in rural areas and inadequate wages in relation to living costs.
- ▲ The specific roles most in demand are housekeeping attendants, customer service/ frontline/reception workers and tour guides.
- ▲ There are a number of roles that are suitable for short-term workers in destination tourism locations such as Queenstown, where domestic worker relocation is not viable but short term migrant worker placement may be suitable, however, many short term migrant workers do not have visas and need support.
- ▲ The high cost of living and seasonal nature of tourism limits tourism destination towns' ability to attract domestic workers. Fill labour shortage – short term need + short term solution. Many would like to hire domestic workers; however, recruiting domestically is not sufficient to meet the current labour shortage and increasing demand for tourism and travel offerings.

# MĀORI TOURISM



- ▲ Māori tourism is centred around visitor interaction with Te Ao Māori, providing visitors with experiences unique to New Zealand that share Māori histories, culture, and the unique relationship between Māori and the land. It also plays a role in preserving and promoting Māori culture, creating employment opportunities for Māori communities, and contributing to the broader New Zealand tourism industry.
- ▲ The total number of people employed by Māori tourism businesses in 2022 was 2,300, down 50 employees (2.1 percent) compared with 2021.

- ▲ Estimates suggest GDP from the Māori economy tourism sector activities totaled just over \$975 million in 2018, a number which is expected to have significantly increased since then.<sup>9</sup>
- ▲ The profit margin for Māori-owned businesses in the Travel Services industries is at least 10% higher than that of non-Māori-owned businesses in the same industries.

### Intergenerational Planning



Ensuring the sustainability of Māori tourism involves nurturing a legacy with rangatahi and future generations of the industry. This can be achieved by making tourism education more engaging and relevant, and by providing pathways that connect Māori values with practical skills. Empowering young people to take on roles within the tourism sector will preserve Māori stories and cultural practices, ensuring they are passed down and cared for appropriately.

### Whanaungatanga



Building and maintaining strong relationships within Te Ao Māori, Māori tourism networks and the wider community is crucial to the industry. This includes nurturing connections among Māori tourism operators, educators, and learners. Te Whakarae project aims to bolster relationships between Māori industry, collaboration with wider industry, and enriching communities with iwi, hapū and wider communities. This will support Māori Tourism and New Zealand Tourism collectively.

### Manaakitanga



Manaakitanga is central to Māori tourism, emphasising the sharing of culture, traditions, and the environment through genuine hospitality. It offers a unique insight into Te Ao Māori and attracts both international visitors and local people, including those seeking to reconnect with their ancestral roots. Manaakitanga for Māori operators means delivering experiences according to their values so that visitors have enriching and meaningful experiences.

### Kaitiakitanga



Centering the unique relationship of Māori and the environment means implementing tourism practices that minimise environmental impact such as conservation, waste management, reduced human interference of nature sites and natural resources. Collaboration between mana whenua, conservation organisations, wider industry and local government can support and promote kaitiakitanga across the industry.

<sup>7</sup> [New data on Māori businesses \(tpk.govt.nz\)](https://tpk.govt.nz)

<sup>8</sup> [Tatauranga umanga Māori – Statistics on Māori businesses: 2022 \(English\) | Stats NZ](https://stats.govt.nz)

<sup>9</sup> [Te Ōhanga Māori 2018.pdf \(berl.co.nz\)](https://berl.co.nz)

## Māori tourism

# AUTHENTIC EXPERIENCES

Central to New Zealand's identity and tourism brand is Te Ao Māori, sharing stories and manaakitanga.

Improving the quality of dialogue and narratives shared with guests enriches the cultural experience. Through authentic stories, visitors gain a deeper, more meaningful understanding of Māori culture and values at a level which is region specific and therefore iwi, hapū specific. This practice transforms a tourism experience into a journey through regional histories, allowing guests to connect with Māori and their relationship to whenua, moana and the natural environment. The power of storytelling lies in its ability to create emotional connections, making the cultural experience impactful and lasting.

As an example, food extends beyond sustenance; it is part of a narrative that tells the story of people and the land. Authentic kai, and the offering of food unique to Māori and New Zealand, embodies this concept.

By providing dining experiences that reflect traditional Māori food sources, using locally sourced ingredients that connect to local stories, tourism operators not only provide nourishment but also a slice of history and whakapapa. This commitment to authenticity enriches the guest experience, making it not just a meal, but a cultural exchange. By sourcing ingredients locally, operators support regional producers and foster a symbiotic relationship between tourism and local food-related businesses.

Reducing high volume in exchange for small group experience tourism has meant extending operations to almost year-round, which provides a more sustainable business model for Māori tourism. This approach offers stable, year-round employment for staff, breaking the cycle of seasonal tourism. With consistent employment, staff can better plan for the long term, contributing to improved maintenance and care of whenua, moana, and the wider environment. Smaller groups mean lessening the environmental impact and educating visitors how to engage with a sustainable approach to tourism. This model supports the sustainability of both the community and the environment, allowing for better long-term planning and resource management.

Māori tourism focuses on authenticity, sustainability, and quality, providing a distinct point of difference to the international market while offering a blueprint for the future of cultural tourism in New Zealand. By prioritising authentic kai, small group interactions, enriched storytelling, and year-round operations, Māori tourism not only preserves its integrity but also provides a profound experience for visitors. This regional and local approach ensures that tourism benefits the community, the environment, and the visitors, creating a sustainable and authentic tourism model.



By prioritising authentic kai, small group interactions, enriched storytelling, and year-round operations, Māori tourism not only preserves its integrity but also provides a profound experience for visitors

A woman in traditional Maori attire is shown pouring water from a woven basket. She is wearing a dark, sleeveless top with a green feathered collar and a long, light-colored fringed skirt. Her hair is styled in a traditional Maori braid. She is holding a woven basket with both hands, and water is pouring out of it. In the background, another woman in similar attire is visible, and the setting appears to be outdoors with trees and a wooden structure.

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

# INDUSTRY PRODUCTIVITY

Productivity in business impacts areas including employers, firm dynamics, technology diffusion, and innovation. Higher productivity enhances overall wellbeing by increasing national income and our ability to afford goods and services that support a happy, healthy life.

## Technology Boosts Tourism and Industry Productivity

Technology can enhance the experience of travelers. Virtual Reality (VR) tourism is an idea of the future no longer, it is here already. Adventures such as extreme sports, caving, diving, theme park rides, museums are already incorporating VR into their products and experiences and using VR to promote the in-person experience to a wider audience.

Travel offerings are evolving to be increasingly online, a trend exacerbated by difficult trading conditions during Covid-19. Organisations with an online model typically have lower overheads, as they don't need to operate shopfronts in major shopping strips that have substantial rent costs. In addition, by utilising online resources, Tourism and Travel businesses can promote their offerings more effectively and to a wider audience, for example:

- ▲ Booking platforms and chatbots supporting individuals with their bookings and making the process easier for everyone
- ▲ Social media campaigns to showcase experiences across the motu to more people
- ▲ Artificial intelligence and analytics to market towards audiences with a more personalised and targeted approach.

## Education and Skills Drive Workforce Productivity

Skills growth is key to elevating the quality of the tourism industry by ensuring a skilled and knowledgeable workforce, which in turn enhances the overall visitor experience and operational efficiency in tourism businesses.

Proactive approaches to recruiting, training, rewarding, and retaining employees, supports high employment standards and clear career pathways. Ensuring a continuous flow of skilled talent into the tourism industry through comprehensive educational pathways includes:

- ▲ Promoting tourism as a viable career option in schools
- ▲ Providing entry-level job opportunities that offer on-the-job training
- ▲ Supporting specialised courses that lead to progression.

Industry has indicated that apprenticeship models are desirable, and in-work training models are successful for on-the-job training but more difficult to successfully implement within classroom-based training environments.

# CHANGING WORKFORCE DEMOGRAPHICS

The demographics and other characteristics of New Zealand's population are dynamic, including ethnicity, age, gender, or the experience of a disability.

This has implications for the Service Sector and more specifically for the Tourism & Travel industry. It will change who services are delivered for and by. This means it will become even more important for industry to reflect its workforce and customers, and for that workforce to be more culturally aware. This will support industry to successfully attract and recruit more people into the workforce, ensure that those workers feel safe and valued within their roles, and help them to promote the customer experience and loyalty.

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. With current labour shortages, developing a committed and responsive relationship with these groups will help realise the proven economic and social benefits for employers, the workforce, and the wider communities in which services are delivered.

[10 NZ Māori Tourism Annual Report 2021](#)

[11 NZ Māori Tourism Annual Report 2022](#)





50%  
BY 2035

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



# MĀORI

Approximately 13% of the industry is Māori.

The Māori workforce remains predominantly within recreation and arts, as well as accommodation and food & beverage services. The Māori workforce includes owner operators, self-employed businesses, as well as employees who bring Te Ao Māori values and/or Te Ao Māori skillsets to their work. Having identified approximately 530 Māori tourism businesses leading up to Covid-19, NZ Māori Tourism reported that half of the businesses among their networks adapted for new markets as a result of Covid, with 44% reducing the range of goods and services they offer. This impacted the Māori workforce, however, despite the challenges of the pandemic, by 2022, 74% of those businesses remained resilient post covid disruption providing some stability for the workforce.

### **Incorporating Te Ao Māori**

Māori tourism businesses identify values as the foundation of their kaupapa underpinning their businesses. Additionally increasing Te Ao Māori practices across the board will build a better workplace environment for employees, where their values are acknowledged and identified as a strength. This will promote an industry with a robust Māori workforce that bring a wide skillset associated with Te Ao Māori with them while making the industry more attractive to international visitors.

### **Authentic Story-telling**

It is vital to embrace authentic stories as a feature of the industry. The industry contains many genuine, knowledgeable storytellers who have a connection to their whakapapa, and whenua who can incorporate Te Ao Māori views practices into their offerings. There is scope to spread this knowledge further as there are still cases of businesses sharing stories and history without consideration for their accuracy or cultural significance.

### **Connecting Māori across the industry**

Connecting Māori within the industry ensures a wider pool of knowledge sharing and support across the industry. This fosters collective strategy, sustainable growth, cultural preservation and economic development within the sector.

### **Sustainable Tourism is Kaitiakitanga**

Enacting kaitiakitanga through sustainable tourism practices is a key focus for Māori in the industry. Tiaki Taiao (Environmental practices) is a focus for Te Ao Māori in general, with Māori tourism actioning what it means for local iwi, hapū and communities in relation to visitors and reducing environmental impacts. Informing and sharing knowledge about better environmental practices embedded in visitor experiences spreads knowledge and understanding that is specific to local Māori and their local environment.



# PACIFIC

Approximately 6% of the industry is Pacific.

The impact of Covid-19 resulting in job loss and the low proportion of Pacific in the Tourism workforce is showing little to no signs of recovery. Similar to Manaakitanga, Pacific people are renowned for their values, which place importance on caring for guests and hospitality, providing an avenue to attract the Pacific workforce. Ensuring the industry is a viable career option and an attractive industry to work in for Pacific people can assist in growing the Pacific workforce and increasing the genuine and authentic dimension of tourism and travel services.

## **Cultural responsiveness**

▲ Ensuring the industry is receptive and responsive to cultural aspects of the Pacific workforce can increase the appeal of the industry to Pacific people and grow the workforce.

## **Skills development**

▲ Identifying where existing skills can be acknowledged and where skills can be developed further to encourage an agile Pacific workforce.

## **Enriching careers**

▲ Working with Pacific communities to understand how tourism skills sets are transferable within New Zealand and across the Pacific can contribute to the wider Pacific workforce.

# ACTION

|  | Māori succeeding as Māori  | Attracting and retaining the future workforce  |
|--|--|--|
| <p><b>Actions</b><br/>Where we would like to be</p>  | <ul style="list-style-type: none"> <li>▲ Māori business and workforces have opportunities to connect.</li> <li>▲ The Service sector and vocational education system understands and acts on Māori views of success.</li> <li>▲ The vocational education system is shaped by a Mātauranga Māori lens.</li> </ul>  | <ul style="list-style-type: none"> <li>▲ Improve the availability and use of high-quality information about the Service sector</li> <li>▲ Improve participation of Māori, Pacific People, Tāngata Whaikaha, and other groups.</li> <li>▲ Industry is visible and promoted to a wide range of potential ākongā and kaimahi.</li> <li>▲ Organisations with a role in workforce development work collaboratively and have well understood roles.</li> </ul>                             |
| <p><b>Initiatives</b><br/>What we can do to get there</p> <p><b>Service sector initiatives</b></p> | <ul style="list-style-type: none"> <li>▲ Establish and grow the Māori Service Sector Forum. (Joint Ringa Hora and industry)</li> <li>▲ Ohu Ahumahi collaboration (Rōpū Kaitakawaenga) to build relationships with iwi and hapū to better understand Māori aspirations. (Ringa Hora)</li> <li>▲ Te Kāhui Mātauranga Māori to provide 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>▲ Undertake the Future Workforce project that aims to understand work, skills and training in New Zealand in 2040. (Ringa Hora)</li> <li>▲ Amplify work that aims to grow participation of particular groups such as Pasifika Navigators of Tomorrow or Jobs for Mums. (Industry)</li> <li>▲ Promote the use of Te Mata Raraunga, a collection of vocational education and workforce data. (Ringa Hora)</li> </ul>                            |
| <p><b>Tourism</b><br/>Specific initiatives</p>   | <ul style="list-style-type: none"> <li>▲ Identify and support Māori industry bodies.</li> <li>▲ Map qualifications development designed in collaboration with mana whenua for regional NZ</li> <li>▲ History to identify links with storytelling for regional tourism.</li> <li>▲ Support and enhance existing training strategies that work for Māori.</li> <li>▲ Investigate existing values-based training methods utilised by Māori for skills training.</li> <li>▲ Enhance visibility of Māori tourism and values in action specifically manaakitanga and kaitiakitanga.</li> <li>▲ Providers work with Māori to ensure qualification delivery, skills and training are relevant, accessible, and digestible for Māori learners.</li> </ul> | <ul style="list-style-type: none"> <li>▲ Support the development of a new NCEA Tourism Achievement Standard at NCEA levels 2 and 3 in school education that facilitates broad entry pathway.</li> <li>▲ Industry Implements the ‘Careers in Tourism’ package to attract future workforce. (TIA)</li> <li>▲ Improve visibility and understanding of pathways into the industry.</li> <li>▲ Investigate tourism apprenticeship model and flexible in-work training options.</li> </ul> |

### Putting this into action for the Tourism & Travel 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.

| Developing broad skills for the future  | Creating mana-uplifting jobs and opportunities   |
|---|--|
| <ul style="list-style-type: none"> <li>▲ Vocational education and training is flexible and adaptable to industry needs.</li> <li>▲ Workforces and businesses are well prepared to adapt and innovate.</li> <li>▲ Investment decisions are transparent and based on high quality advice.</li> </ul>  | <ul style="list-style-type: none"> <li>▲ Workplaces are accessible and attractive to the current and future workforce.</li> <li>▲ The workforce is recognised, valued, and safe.</li> <li>▲ The range of roles is articulated and available.</li> <li>▲ Learning and skills development supports upwards and lateral progression.</li> </ul>   |
| <ul style="list-style-type: none"> <li>▲ Create a package of short, sharp, stackable credentials through Waihangatia te Āmua Ao   Shaping the Future of Service Skills project. (Ringa Hora)</li> <li>▲ Amplify work that supports people to learn about 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>▲ Develop an ‘employer hub’ that shares resources, information, and case studies of Service sector excellence – Targeted at SMEs. (Ringa Hora)</li> <li>▲ Amplify approaches 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>▲ Industry works with Ringa Hora to implement workforce development, education, and training.</li> <li>▲ Working partnership between Ringa Hora and peak industry bodies, to build a cohesive work programme that shapes educational needs of industry.</li> <li>▲ Enhance industry wide recognition of Mātauranga skills sets including Manaakitanga, Pūrākau, Waiata, Haka.</li> </ul> | <ul style="list-style-type: none"> <li>▲ Industry, maintain open communications and foster opportunities to connect across tourism, other industries and with the New Zealand public. (TIA)</li> <li>▲ Tourism businesses ensure the quality of the employment that they provide contributes to the employment attractiveness of the industry. (TIA)</li> <li>▲ Industry fosters an environment that strengthens relationship building for Māori and non-Māori Tourism stakeholders.</li> <li>▲ Industry advocates and educates on environmental sustainability &amp; biodiversity matters at a local and national level.</li> </ul> |

# PROGRESS

## Tourism and Travel Workforce Action Plan

## What has been delivered in the last 12 months

Identify and support Māori industry bodies.

**Tuia 2023: Ringa Hora held a Māori industry hui** to bring together Māori across the Service Sector to network with each other. The hui was a forum for Māori industry voices to come together and share opportunities, challenges and their journey.

**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 and common interests with key indigenous and global tourism groups.

Map qualifications development designed in collaboration with mana whenua for regional NZ History to identify links with storytelling for regional tourism.

**Investigating qualifications developed by mana whenua** that represent New Zealand Histories is connected to a wider work program to develop Mātauranga Māori qualifications.

Support and enhance existing training strategies that work for Māori.

a. Investigate existing values-based training methods utilised by Māori for skills training.

**Incorporated Te Ao Māori in programme endorsement** with key focus on Te Ao Māori approaches to delivery and assessment, and the promotion and normalisation of te reo Māori.

Enhance visibility of Māori tourism and values in action specifically manaakitanga and kaitiakitanga.

**Māori industry have indicated their operations are shifting.** Experiences providing local food stories, enhancing the guest experience and supporting local producers.

**Elevating service standards ensures that** guests receive attentive and mutual interactions, fostering a relationship to experiences.

**Improving the quality of dialogue** and storytelling enhances the cultural experience, ensuring that visitors gain a deeper, more meaningful understanding of Māori culture and values.

**Tourism 2050 A Blueprint for Impact (TIA)** has woven fundamental Māori values throughout the strategy and committed to implementing those values in ways that are both tangible and meaningful industry wide, to support and strengthen relationships with Māori industry.

Providers work with Māori to ensure qualification delivery, skills and training are relevant, accessible and digestible for Māori learners.

**The scoping of marae based Mātauranga Māori Micro credentials** was completed specifically South Waikato learner engagement and feedback.

**Relationship building between providers** has developed and is ongoing.

To support progress with these actions, we have monitored what has been achieved in the last 12 months and what more will be delivered in future.

### What will be delivered in the next 18 months

### Who is responsible?

|   |   |
|---|---|
| <p><b>Tuia 2024 hui held later</b> in the year continue the momentum and follow up Māori industry relationships across the Service Sector.</p> <p><b>Development of storytelling skill standard</b>, currently with NZQA for evaluation.</p>  | <p>Ringa Hora &amp; Industry</p>          |
| <p><b>Identifying mana whenua histories</b> that have been developed into qualifications to consider if relevant and appropriate for Māori tourism.</p>   | <p>Joint Ringa Hora &amp; Mana whenua</p> |
| <p><b>Ohu Ahumahi are developing and implementing</b> a Māori quality assurance rubric, providing guidelines for programme endorsement.</p>   | <p>Joint Ringa Hora and Industry</p>      |
| <p><b>Māori industry continues to embody</b> and deliver practices that focus on reduced quantity tourism in favour of smaller group experiences reducing environmental impact and providing a sustainable approach to tourism.</p> <p><b>Extended operations (10-11 months)</b> provides sustainable business model that delivers stable, year-round employment for staff.</p> | <p>Industry</p>                           |
| <p>Feedback from South Waikato Survey accepted. Investigate Learner engagement in further regions</p> <p>Development of Mātauranga Māori Micro credentials.</p>   | <p>Joint Ringa Hora and Providers</p>     |

**Support the development of a new NCEA Tourism Achievement Standard at NCEA levels 2 and 3 in school education that facilitates broad entry pathway.**

**Ringa Hora completed the review** of the NZ Certificate in Tourism (Introductory Skills) Level 2. Qualification Overview and the suite of tourism unit standards.

**Investigate tourism apprenticeship model and flexible in-work training options.**

**Engagement with industry and providers** regarding the Apprenticeship Boost provided feedback regarding apprenticeship model and in-work training options.

**Improve visibility and understanding of pathways into the industry.**

**Ohu Ahumahi collective development of Mata Ārahi Manomano** - a career pathways framework for planning, reviewing, and developing sequenced & quality skill standards and qualifications to any industry sector or occupation.

**The Tertiary Education Commission (TEC)** have updated the Tahatū interactive careers website including tourism and travel services occupations to provide a personalised experience to help people figure out what kind of work they might like to do, and how they can get there. Tahatū was released as a pilot to a small number of secondary schools on 2 April 2024. You can read more about our plans for this at Tahatū pilot.

**Industry Implements the ‘Careers in Tourism’ package to attract future workforce. (TIA)**

**Tourism 2050 A Blueprint for Impact (TIA)** indicates the implementation of ‘Careers in Tourism’ can be delivered through a number of strategies outlined within the document ensuring industry is –

- ▲ Advocating for workforce planning and supporting a robust education system for tourism careers.
- ▲ Continuously enhancing employment standards and career progression opportunities.
- ▲ Supporting education initiatives and training programs, ensuring successful pathways from entry-level to advanced positions.

**Industry works with Ringa Hora to implement workforce development, education, and training.**

**Completed review of 6 Qualifications and 7 Standards** relating to Tourism and Travel Services.

**Several projects are underway which** are require guidance and input from industry and providers such as-

- ▲ Future of Service Skills
- ▲ Te Manu Arataki Leadership Project
- ▲ Culinary Koha Hospitality Project

**Working partnership between Ringa Hora and peak industry bodies, to build a cohesive work programme that shapes educational needs of industry.**

**Ringa Hora collectively worked with** industry and providers across a range of work to gather data, insights, industry skills needs, and provider feedback to shape and inform investment funding advice for qualifications to TEC. Ringa Hora has provided up to date investment advice for the 2022-2023 period.

**In collaboration with industry, Ringa Hora** will develop a workforce forecasting model for the Tourism industry to estimate its future workforce demands.

**Enhance industry wide recognition of Mātauranga skills sets** including Manaakitanga, Pūrākau, Waiata, Haka

**While there is no formal** recognition, relationships and networking can enhance industry skills and knowledge sharing practices that identify these as invaluable skills sets within the industry.

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| <p><b>Level 2 will be implemented</b> in 2028 including new standards that can be delivered in school settings.</p>   | <p><b>Joint Ringa Hora and Providers</b></p> |
| <p><b>Apprenticeships will be explored further</b> as part of the Tourism qualifications review commencing early 2025, including in-work training options.</p>  | <p><b>Joint Ringa Hora and Industry.</b></p> |
| <p><b>Implementation and application of Mata Arahi Manomano.</b></p> <p><b>The Tahatū pilot project will</b> gradually increase over the following months. Tahatū will help all New Zealanders make decisions about what kind of work they would like to do.</p> <p><b>Tahatū connects NCEA school subjects,</b> qualifications and careers. It will show the most common ways others have taken to get to that career or job. Tahatū brings this information together for the first time in one place.</p> | <p><b>Joint Ringa Hora and industry</b></p>  |
| <p><b>Industry continues to incorporate 'Careers in Tourism'</b> strategies.</p>  | <p><b>Joint Ringa Hora and industry.</b></p> |
| <p><b>Project delivery dates to be confirmed.</b></p>   | <p><b>Joint Ringa Hora and industry</b></p>  |
| <p><b>Ringa Hora to collaborate with</b> 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><b>Joint Ringa Hora and industry</b></p>  |
| <p>N/A</p>  | <p><b>Joint Ringa Hora and industry</b></p>  |



**Industry, maintain open communications and foster opportunities to connect across tourism, other industries and with the New Zealand public. (TIA)**

**Tourism 2050 A Blue Print for Impact (TIA)** outlines industry actions to support the working relationships across tourism, other industries and the wider public –

- ▲ **Providing cohesive industry leadership** with necessary policy and industry functions with relevant knowledge and implementation skills.
- ▲ **Establishing structures and funding** for long-term programs, strategies, and capabilities.
- ▲ **Enhancing the capability** to market New Zealand as a high-quality visitor destination.

**Tourism businesses ensure the quality of the employment that they provide contributes to the employment attractiveness of the industry. (TIA)**

**Tourism 2050 A Blueprint for Impact (TIA)** provides current and ongoing actions in conjunction with the “Careers in Tourism” package to increase the quality and attractiveness of the industry –

- ▲ Encouraging employers to adopt professional HR practices, offer competitive pay, create growth pathways, and recognize exceptional performance.
- ▲ Partnering with government initiatives to enhance talent flow into tourism jobs.
- ▲ Encouraging operators to become attractive employers through the Tourism Sustainability Commitment.

**Industry fosters an environment that strengthens relationship building for Māori and non-Māori Tourism stakeholders.**

**Current initiatives and collaboration across the industry** that weaves together knowledge and resources between Māori and non-Māori operators:

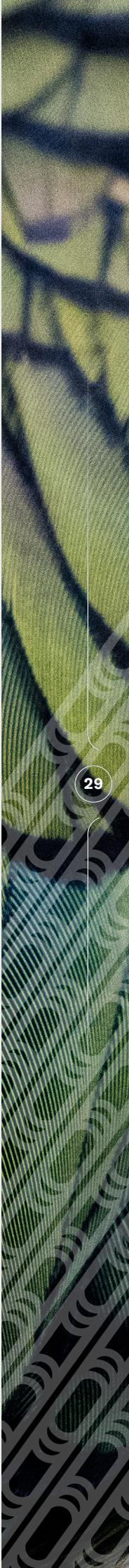
- ▲ **The Trilogy (Te Puia, Hobbiton and THL)** The Trilogy package combines three of New Zealand’s most iconic attractions: Hobbiton Movie Set, Te Puia Geothermal Park, and the Waitomo Caves. The package is curated to provide an enriching and immersive experience into New Zealand’s natural, famous and cultural wonders.
- ▲ **Native Nations (Rotorua and BOP Operators)** focuses on delivering authentic Māori cultural experiences in Rotorua and the Bay of Plenty. Their tours emphasize a deep connection to Māori heritage, offering visitors a chance to engage with traditional practices and local history, supporting and promoting local Māori communities and their traditions.
- ▲ **Haurere Collective – Te Tai Tokerau.** The Haurere Collective in Te Tai Tokerau is a group of operators who collaborate to provide authentic Māori tourism experiences. They emphasize sustainable practices and cultural preservation, ensuring that visitors gain a genuine insight into Māori traditions and the natural beauty of the region while supporting the environment and local communities.

**Industry advocates and educates on environmental sustainability & biodiversity matters at a local and national level.**

**Tourism 2050 A Blue Print for Impact (TIA)** sought commitment from industry to -

- ▲ Implement kaitiakitanga principles through investing in sustainable practices such as waste management, conservation efforts, and eco-friendly infrastructure.
- ▲ Sustainable tourism practices to support conserving natural resources, reducing environmental degradation, and promoting biodiversity.
- ▲ Growth in eco-tourism to attract visitors interested in nature and sustainability, supporting conservation efforts.

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| <p>Industry commitment to these strategies is ongoing.</p>   | <p>Industry</p> |
| <p>Industry commitment to these strategies is ongoing.</p>   | <p>Industry</p> |
| <p><b>Te Whakarae is a collaboration</b> involving Tourism Industry Aotearoa (TIA), NZ Māori Tourism, and Ringa Hora, which will design, develop and implement a Māori capability framework for the tourism industry. This initiative is a cornerstone of the Tourism 2050 Blueprint, representing a vital move towards fostering an authentic and dynamic tourism industry, while upholding the principles of Te Tiriti o Waitangi. TIA plans to partner with a specialist firm to drive this initiative forward.</p> | <p>Industry</p> |
| <p>Industry support and uptake of recent unit standard established - Sustainable practice in a tourism workplace.</p>  | <p>Industry</p> |





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