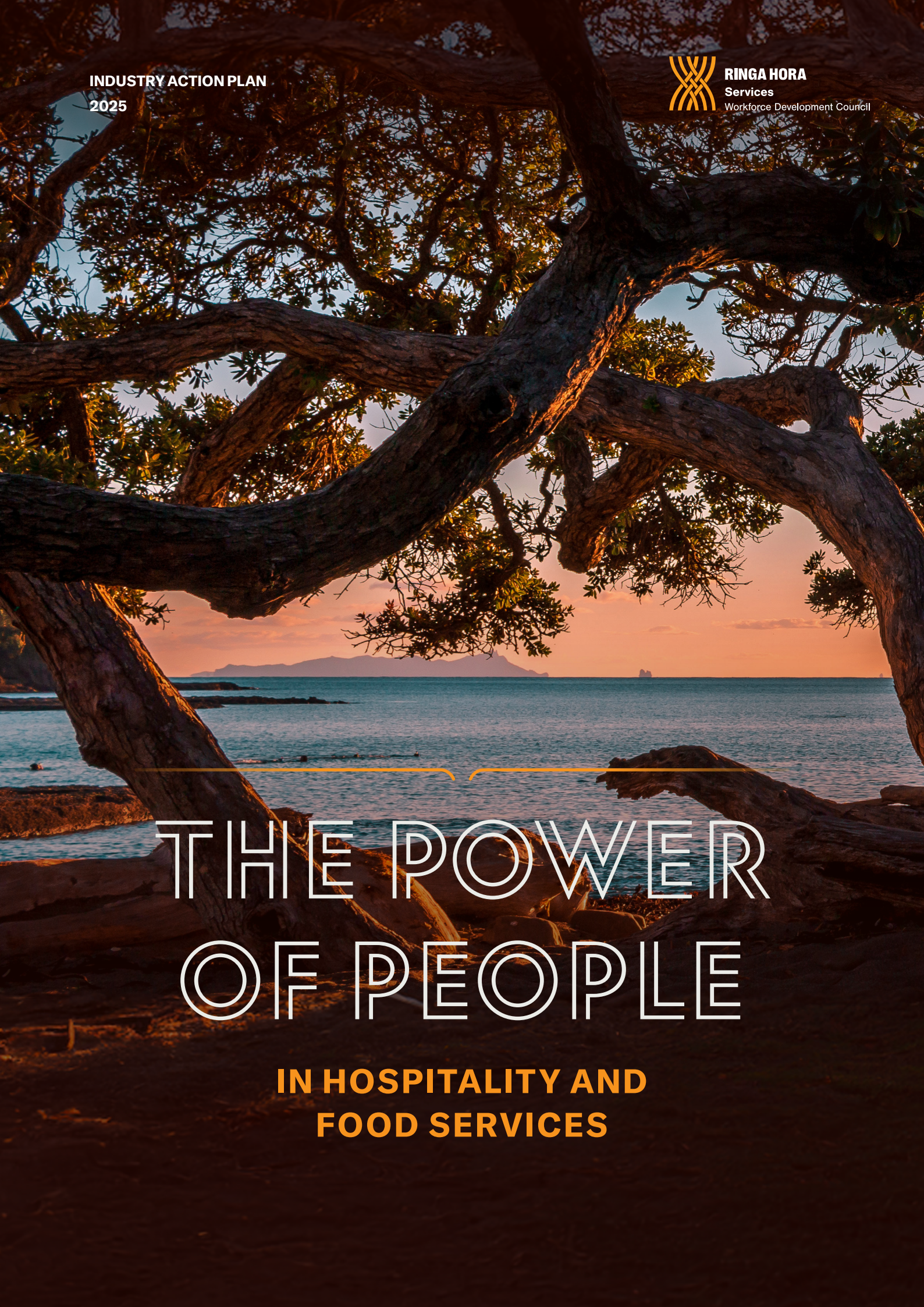


INDUSTRY ACTION PLAN
2025

 **RINGA HORA**
Services
Workforce Development Council



THE POWER OF PEOPLE

**IN HOSPITALITY AND
FOOD SERVICES**

ACTION

	Māori succeeding as Māori	Attracting and retaining the future workforce
Actions Where we would like to be	▲ 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.	▲ 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 ākonga and kaimahi. ▲ Encourage organisations involved in workforce development to work collaboratively and have well-understood roles.
Initiatives What we can do to get there Service sector initiatives	▲ 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)	▲ 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)
Hospitality specific initiatives	▲ 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.	▲ 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
▲ 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.	▲ 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.
▲ 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)	▲ 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)
▲ 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.	▲ 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: ▲ 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

Industry Goals

Māori succeeding as Māori	Industry should embed the values of manaakitanga, kaitiakitanga, whanaungatanga, and kotahitanga when working with Māori kaimahi through the implementation of the Culinary Koha project.
	Industry should embrace targeted leadership development, including support tailored to assist Māori into leadership roles
Attracting and retaining the future workforce	Explore the concept of a Hospitality and Tourism Accord. to define good employer principles to enable 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 provider and career pathways liaisons at Māori forums such as Poukai and other Māori events where rangatahi are gaining skill standards.

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

What has been delivered in 2025

More information

The Level 3–5 cookery qualifications were officially submitted to NZQA for evaluation on 10 April 2025, as part of the Hospitality Culinary Koha Project led by Ringa Hora . This marks a key milestone in the project’s goal to modernise culinary education in Aotearoa.

Hospitality Culinary Koha Project - Ringa Hora

The qualifications are designed to reflect contemporary culinary practices and industry needs, with ongoing consultation and the development of new skill standards that incorporate values like kotahitanga and whanaungatanga. These standards aim to support both technical excellence and holistic wellbeing in hospitality workplaces.

Consultation and feedback for Te Manu Arataki has been completed, embedding Māori leadership within its foundation to nurture and empower Māori leaders to thrive. In May, Level 3 and Level 4 qualifications were approved and published by NZQA, marking a significant step forward in targeted leadership development.

[Te Manu Arataki Leadership project - Ringa Hora](#)

The Restaurant Association of New Zealand (RANZ) has launched HospoCred, an industry-designed accreditation programme that sets benchmarks for best practice in employment, training, financial management, and workforce development. Businesses that achieve HospoCred status demonstrate a commitment to exceeding minimum standards and fostering a supportive work environment. Together, these initiatives aim to elevate the reputation of hospitality and tourism as industries of choice, backed by transparent standards and public recognition.

[HospoCred - employer accreditation - Restaurant Association of New Zealand](#)

Ringa Hora has submitted updated Level 3–5 cookery qualifications to NZQA and provided investment advice to the Tertiary Education Commission (TEC), informed by extensive industry and provider engagement.

[Ringa Awhi Fund - Ringa Hora](#)

Alongside this, Queenstown Resort College (QRC), in partnership with Hospitality New Zealand (HNZ), has developed a series of targeted micro-credentials funded by the Ringa Āwhina Fund, aimed at addressing specific skill gaps and supporting flexible, high-quality training pathways in the hospitality sector.

Tuia is an event designed specifically for Māori within the Service sector, providing a platform where pakihi Māori and kaimahi Māori voices are amplified, acknowledged, and celebrated. This includes those in the Hospitality sector and supports businesses to make tangible progress towards tirohanga hou. Tuia 2025 provided attendees with practical takeaways, the latest data and insights, and tools you can use immediately to expand your impact, grow your workforce, and build your future.

[Tuia 2025 - Ringa Hora](#)

Attracting and retaining the future workforce	Industry to work on improved engagement with rangatahi to improve attraction and retention for younger kaimahi
Developing broad skills for the future	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).
	Develop micro-credentials that support industry need and take into account regional considerations.
	Create qualifications and other education products with the goals of sustainability, greater technological input and accessibility in mind.
	Reduce the administrative burden of training for businesses by streamlining the process of collecting evidence for assessment

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.	Contact HETTA for more information.
HospoStart is a hospitality training programme developed by the Restaurant Association of New Zealand (RANZ) in partnership with the Ministry of Social Development. Its purpose is to prepare job seekers—particularly those new to the industry or returning to work—for entry-level roles in hospitality through a four-week, hands-on training course. The programme covers essential skills such as customer service, food safety, barista training, food preparation, and beverage service, and includes certifications like First Aid and Licence Controller Qualification. Targeted at unemployed or underemployed individuals, HospoStart aims to improve employment readiness, foster positive work attitudes, and support long-term retention in the sector. Graduates receive ongoing mentoring and job placement support. As of 2025, the programme continues to be recognised for its role in addressing hospitality's workforce shortages, with employers reporting strong outcomes in both recruitment and retention of HospoStart-trained staff.	<u>Hospo Start hospitality training programme - Restaurant Association of NZ</u>
Five providers have gained NZQA accreditation to deliver the Ringa Hora-developed Licence Controller Qualification (LCQ) micro-credential. This supports broader industry access to targeted, fit-for-purpose training aligned with current hospitality needs.	<u>Programme approval and provider accreditation - NZQA</u>
The Level 3–5 cookery qualifications were officially submitted to NZQA for evaluation on 10 April 2025, as part of the Hospitality Culinary Koha Project led by Ringa Hora . This marks a key milestone in the project's goal to modernise culinary education in Aotearoa. The qualifications are designed to reflect contemporary culinary practices and industry needs, with ongoing consultation and the development of new skill standards that incorporate values like kotahitanga and whanaungatanga. These standards aim to support both technical excellence and holistic wellbeing in hospitality workplaces.	Hospitality Culinary Koha Project - Ringa Hora
A key initiative emerging from the Hospitality Summit 2024 is the development of an online platform to consolidate industry data, including training and workforce development records. This platform aims to streamline the process of collecting and verifying evidence for assessment, making it easier for employers to track staff progress and meet compliance requirements. In addition, the “Serving Success” report from the 2024 Hospitality Summit outlines plans to establish clear career pathways and improve access to training through more flexible, modular learning options—such as micro-credentials and digital tools. These efforts are designed to reduce duplication, simplify reporting, and support small businesses in delivering quality training without excessive paperwork, ultimately improving both staff retention and employer engagement in workforce development	<u>Hospitality Summit report - HospitalityNZ</u>

	Strengthen the relationships between industry bodies to inform investment advice, provide information on future skills and knowledge requirements, review industry qualifications; provide information on career pathways and research into strategic workforce leadership.
	Ringa Hora to 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
	Identify and support Māori Industry collectives and the initiatives they support
	Collaborate on actions from the inaugural Pacific Hospitality Forum 2024.

Collaboration is ongoing with Hospitality NZ, RANZ, MBIE, and wider industry stakeholders to progress actions identified in the Hospitality Summit report. This joint effort reflects a commitment to open data sharing and coordinated sector-wide engagement to strengthen workforce and policy advice.	<u>Hospitality Summit report - HospitalityNZ</u>
Ringa Hora partnership with Hospitality New Zealand have developed Hospitality Navigator – a tailored support tool for SME hospitality businesses. It helps owners assess their current operations and identify opportunities for growth. The tool includes three modules: ▲ Hospo Launch – for new hospitality entrepreneurs. Covers essential start-up considerations such as business planning, compliance, and health & safety. ▲ Hospo Explore – for existing businesses seeking a ‘health check’. It helps evaluate the state of the business such as operational resilience, financial health, licensing/regulatory requirements, and market share. ▲ Hospo Discover – for operators looking to grow. Focuses on areas such as sustainability, business development, and scenario planning. The full Hospitality Navigator is expected to be completed by Q4 2025.	Contact Hospitality NZ for more information.
Tuia is an event designed specifically for Māori within the Service sector, providing a platform where pakihi Māori and kaimahi Māori voices are amplified, acknowledged, and celebrated. This includes those in the Hospitality sector and supporta businesses to make tangible progress towards tirohanga hou. Tuia 2025 provided attendees with practical takeaways, the latest data and insights, and tools you can use immediately to expand your impact, grow your workforce, and build your future.	<u>Tuia 2025 - Ringa Hora</u>
The inaugural Pacific Hospitality Forum, held in Auckland in April 2024, brought together over 50 hospitality professionals and associations from across the Pacific and Australia to foster cross-border collaboration and address shared challenges in the sector. Hosted by Hospitality New Zealand and opened by Minister of Tourism and Hospitality Hon Matt Doocey, the two-day event focused on topics such as workforce development, education, sustainability, flight connectivity, and immigration. Key outputs included two action plans—one for immediate steps and another for long-term strategies—as well as a commitment to conduct an environmental scan to better understand the hospitality landscape across the Pacific region. Despite the forum’s success and strong interest in continuing the initiative, organising a second event presents challenges. As an international gathering, hosting responsibilities must rotate among Pacific nations, requiring coordination, commitment, and resources beyond the control of New Zealand-based organisations. Discussions are underway to formalise the group and determine future hosting arrangements, but progress depends on broader regional engagement and support.	<u>Hospitality Business Magazine</u>



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