



# Better Work Action Plan Consultation

SUMMARY OF FEEDBACK – FINAL

28 OCTOBER 2022



**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI

**Te Kāwanatanga o Aotearoa**  
New Zealand Government

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# Glossary

**DMP:** Destination Management Plan

**EDA:** Economic Development Agency

**ITP:** Industry Transformation Plan

**MBIE:** Ministry for Business, Innovation and Employment

**RSLG:** Regional Skills Leadership Group

**RTO:** Regional Tourism Organisation

**SME:** Small and Medium Enterprise

**WDC:** Workforce Development Council

# Key Messages

## TIROHANGA HOU 1: A TOURISM AND HOSPITALITY ACCORD



- Submitters and workshop participants shared mixed views about this Tirohanga Hou.
- An Accord could recognise and promote good employers and support good working conditions.
- However critical components need to be clearly defined to ensure desired outcomes of an Accord is achieved.

## TIROHANGA HOU 2: A PURPOSE-DRIVEN INTERGENERATIONAL MINDSET

- Submitters and workshop participants had mixed views on if this Tirohanga Hou should be prescriptive, a guiding principle, or up to the interpretation of operators.
- Tangible examples and clearer definitions are needed to guide implementation.



## TIROHANGA HOU 3: ENABLING BETTER WORK THROUGH INNOVATION AND TECHNOLOGY



- Tension exists between the value technology adds to operations and the tourism workforce, and the risk of losing the/a personal touch of service in tourism.
- Barriers to access innovation and technology may limit the ability for operators to successfully implement this Tirohanga Hou.
- Better data and understanding of the benefits of technology is needed.

## TIROHANGA HOU 4: BUILDING CULTURAL COMPETENCY

- This Tirohanga Hou could promote New Zealand's unique offering and improve workforce diversity.
- However, there was scepticism that this Tirohanga Hou would be successful in encouraging businesses to be more culturally competent.
- The scope of this Tirohanga Hou could be broadened to reference the diversity of Aotearoa and its stories.



## TIROHANGA HOU 5: EMBRACING THE PEAKS AND TROUGHS OF TOURISM DEMAND



- Barriers should be decreased to support long term, sustainable employment.
- Varied opinions were expressed about how to fix the issue and extent of peaks and troughs.
- Operational challenges would need to be worked through with tourism and other industries.

## TIROHANGA HOU 6: FIT FOR PURPOSE EDUCATION AND TRAINING

- Overall, submitters agreed that this would lead to better work outcomes.
- There were mixed views about what types of training and education would be most impactful.
- Key is that education and training is aligned with industry need and is sufficiently funded.



## TIROHANGA HOU 7: BETTER TOOLS AND RESOURCES FOR BUSINESS OWNERS AND OPERATORS



- Clear channels and tailored, in-person advice was recommended to make the greatest impact on operators.
- Operators lack time and capacity so tools and resources must be easily accessed and designed to meet diverse needs.
- Existing tools should be utilised however, barriers to access need to be researched and better understood.

## TIROHANGA HOU 8: A PUBLIC CAMPAIGN TO SHOWCASE BETTER WORK IN THE INDUSTRY

- There were mixed views on whether the campaign would be used to inspire good practice in the future or showcase the industry once other Tirohanga Hou were implemented.
- Industry buy-in is required for the campaign to be successful.
- Diverse experiences and career paths should be showcased in the campaign.



## ANYTHING MISSING?



- More data required to inform decision making.
- Broader consideration required for Te Tiriti, the environment, Destination Management Plans, and immigration settings.

## PRIORITISATION OF THE TIROHANGA HOU

- Both groups prioritised *Fit for purpose training and education* however, *Enabling better work through innovation and training* and *Embracing the peaks and troughs of tourism* were considered marginally more important than other Tirohanga Hou for workshop participants.
- Submitters generally considered a *Tourism and Hospitality Accord* and a *Public campaign to showcase better work* to be in the top three most important Tirohanga Hou to prioritise.



# Part 1: Introduction and Methodology

## Introduction

In August 2022, the Ministry of Business, Innovation and Employment (the Ministry) launched a consultation process on *Te Mahere Tiaki Kaimahi – Draft Better Work Action Plan* (draft Action Plan).

The draft Action Plan is part of the initial phase of the Tourism Industry Transformation Plan (ITP) which has been developed to transform tourism in Aotearoa New Zealand to a more regenerative model. It details eight Tirohanga Hou (actions) developed by the Tourism Industry Transformation Plan Leadership Group (ITP Leadership Group).

The consultation period on the draft Action Plan ran from 10 August – 14 September 2022. During this time, a series of in-person and online workshops were held to gather people’s thoughts and feedback on the draft Action Plan. An online survey was open for people to provide written submissions on the draft Action Plan and people were also able to send in email responses.

The Ministry would like to thank everyone who took the time to engage with the draft Action Plan and share their thoughts and recommendations for the future of the tourism sector.

### **PURPOSE OF THE REPORT**

This report presents the summary of feedback received on the draft Action Plan. It includes a summary of both submissions received and workshop discussions.

Feedback received from submitters and workshop participants has been considered carefully during further development of the Better Work Action Plan and when exploring the direction of further work.

### **REPORT STRUCTURE**

This report has five key sections: key messages, introduction and methodology, key findings from the submissions and workshops, next steps, and appendices.

The section on key findings is structured to follow each of the eight Tirohanga Hou raised in the draft Action Plan. These sections generally follow the same structure as the questions posed in the draft Action Plan.

## Methodology

### Workshops

A total of nine in-person workshops and five online workshops took place between 10 August – 13 September 2022. There was a total of 108 participants in attendance across the 14 completed workshops. Workshop participants were able to register for the workshop of their preference through Eventbrite. A schedule of available workshops was included on the Ministry’s website.

The workshops were designed and facilitated to solicit responses to the consultation questions in the draft Action Plan. The workshop agenda comprised:

- presentation on the draft Action Plan from the Ministry, followed by questions
- interactive session on each Tirohanga Hou and if any Tirohanga Hou were missing, facilitated by *Allen + Clarke*

- ranking of all Tirohanga Hou using the Slido app<sup>1</sup>.

All online workshops were conducted on Zoom and Miro<sup>2</sup> was used to run the interactive sessions.

Analysis of discussions shared during workshops has drawn from all completed in-person and online workshops (see Table 1 below). Five other in-person workshops were scheduled during this period in Christchurch (2x), Queenstown, Rotorua, and Wellington, however these had zero attendance.

*Table 1: Workshop schedule and attendance*

Location	Date	Attendees
Dunedin	Monday 22 August 2022	8
Hamilton	Monday 22 August 2022	8
Queenstown	Tuesday 23 August 2022	8
Rotorua	Tuesday 23 August 2022	4
Taupō	Wednesday 24 August 2022	5
Wellington	Thursday 25 August 2022	8
Online	Friday 26 August 2022	4
Central Auckland	Monday 29 August 2022	14
Paihia	Tuesday 30 August 2022	4
Online	Monday 5 September 2022	6
Online	Wednesday 7 September 2022	17
Nelson	Thursday 8 September 2022	8
Online	Friday 9 September 2022	5
Online	Tuesday 13 September 2022	9
<b>Total attendance across all completed workshops:</b>		<b>108</b>

## WORKSHOP DEMOGRAPHICS

Some demographic information was captured from workshop participants via registration sheets; however, the exact number of workshop participant categories was not captured. The following provides a rough overview of the spread of participants that attended workshops:

- Many of the workshop participants worked for a Regional Tourism Organisations.
- Some workshop participants were from local government, the education sector, or industry bodies.
- Some tourism operators attended the workshops however, attendance was limited across all regions. Of the operators who attended, most were owners or from the management level. Operations ranged from adventure tourism, the heritage sector, and tour businesses, with the majority being accommodation providers.
- A few attendees worked for unions and the technology sector.
- A few people from the hospitality sector attended the workshops. This was mostly via online workshops.

<sup>1</sup> Slido is an online polling and quiz tool

<sup>2</sup> Miro is an online collaboration tool

## Submissions

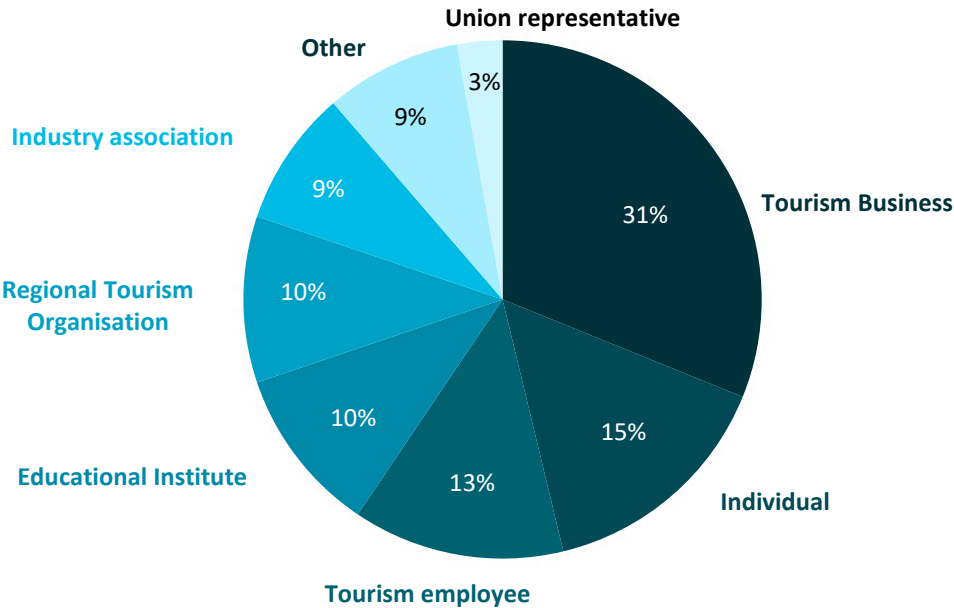
A total of 106 written submissions were received between 10 August – 16 September 2022, either through the online survey or via email. This included 80 submissions received via the online survey and 26 submissions received via email. Of the 106 submissions, eight late submissions were received after the close of the consultation period on 14 September 2022.

### SUBMITTER DEMOGRAPHICS

As part of the online survey, respondents were asked to self-identify the submitter category that best applies to them. For all email submissions, the Ministry advised on the most appropriate category. Of the 106 submissions received, 33 submissions were received from tourism businesses, 15 submissions were received from individuals, 14 submissions were received from tourism employees, 11 submissions were received from educational institutes, 11 submissions were received from Regional Tourism Organisations (RTOs), nine submissions were received from industry associations, nine submissions were received from 'other' submitters, and three submissions were received from union representatives.

Figure 1 below outlines the spread of submitter categories that provided submissions on the draft Action Plan consultation. The 'other' category of submitters included people from local government and other businesses that were not explicitly tourism related.

Figure 1: Submitter categories



## Coding and analysis

All submissions were coded to a thematic framework based on the questions posed in the draft Action Plan consultation document. This meant that content from submissions was split into topics so that information could be grouped and analysed with information from other submissions about similar topics. All coding was carried out in NVivo, a qualitative analysis software. Common themes were then identified based on what submitters talked about within each topic.

Note takers from both Ministry and *Allen + Clarke* were present at each of the in-person and online workshops to record the discussions that took place. Miro, an online collaboration tool, was also utilised to record and collate comments and ideas during the online workshops. Similar to the process for submissions, information from the workshop notes and Miro boards were reviewed and key themes were identified across each of the 14 completed workshops.



The following report refers to ‘submitters’ when summarising the key themes that arose via submissions (both via email and the online survey), and ‘workshop participants’ when summarising the discussions that took place throughout the in-person and online workshops.

**ATTRIBUTION OF FEW/SOME/MANY/MOST**

Few/some/many/most has been used throughout this report to provide some context on the approximate quantity of submitters and workshop participants who shared the same view or spoke about the same theme. This approach is approximate only and does not reflect a precise quantitative measure of number of submitters or workshop participants. The below guide was used to apply approximations:

*Table 2: Guide for applying approximate quantities to submitters who shared the same view*

Classification	Definition
Few	Fewer than 10% of submitters on this topic
Some	10 to 25% of submitters on this topic
Many	26 to 50% of submitters on this topic
Most	More than 50% of submitters on this topic
All	100% of submitters on this topic

## Part 2: Discussion of what we heard

For each Tirohanga Hou, submitters and workshop participants were asked the following questions:

- Do you think this Tirohanga Hou will lead to better work outcomes in the tourism sector? Why?
- How can we improve this Tirohanga Hou?

For Tirohanga Hou 1, submitters and workshop participants were also asked:

- What is missing from the Accord?

### Tirohanga Hou 1: A Tourism and Hospitality Accord

#### Views on whether this Tirohanga Hou would lead to better outcomes

Submitters and workshop participants were divided as to whether they agreed or disagreed that this Tirohanga Hou would lead to better work outcomes in tourism. Overall, a larger proportion of submitters agreed that it would lead to better work outcomes. The views of workshop participants covered the entire spectrum, with answers skewed more towards disagreement.

Figure 2: Submitters' responses to Tirohanga Hou 1 (n=80)



#### AN ACCORD MAY SUPPORT IMPROVED EMPLOYER ACCOUNTABILITY, BETTER STAFF ATTRACTION AND RETENTION, AND PROVIDE A PLATFORM TO RECOGNISE AND PROMOTE GOOD EMPLOYERS

Submitters and workshop participants who strongly agreed, labelled this Tirohanga Hou as the 'most tangible' of the actions. Some of these submitters and workshop participants explained that this is because it will provide employer accountability and transparency by setting clear expectations for all parties involved. Submitters elaborated that to date, the sector has not had any unified form of accountability. They explained that having an Accord that unifies the industry could help to establish a benchmark and establish credibility as a good "employer of choice" to prospective staff.

Some submitters and workshop participants suggested that an Accord designed to promote and increase accountability and transparency could help to attract and retain staff. They indicated that an Accord could help set the bar for what being a 'good employer' looks like, showcase businesses that demonstrate good employment practices, and encourage more employers to seek the status of being a 'good employer'. Submitters and workshop participants also considered that an Accord may incentivise businesses to invest in more training and other career pathways which would be attractive for employees in the tourism sector. Ultimately, raising the standards of expected tourism business workforce management and consequently perception of the tourism sector.

*An independent accreditation programme that provides some accountability for the industry is a positive step, allowing businesses to show they are good employers, and incentivising businesses to invest more in training and pathways. It is important that this sets the bar higher than minimum standards, to incentivise doing more than just what is legally required. (Hospitality NZ, Industry Association)*

## **AN ACCORD MAY DUPLICATE EXISTING PROGRAMMES AND BE BURDENSOME TO BUSINESSES**

Some submitters and workshop participants were sceptical about the introduction of an Accord. They expressed concern that an Accord would create more complex administrative tasks and unnecessary compliance costs for businesses with minimal benefit.

*[We suggest] that the development of another system will struggle to attract support and engagement from tourism or hospitality businesses and is likely to be seen as another compliance requirement and potential cost for businesses. Regional Tourism New Zealand, Industry Association)*

Workshop participants also noted that an Accord is similar to pre-existing programmes (Qualmark, Destination Management, Tiaki promise, Tourism Sustainability Commitment, Maritime NZ) and existing government initiatives (Fair Pay Agreements, WDCs, Te Pūkenga). Some stressed that existing frameworks and programmes should be utilised and built on instead of introducing an Accord. Whereas others criticised the quality of some existing initiatives and were concerned that existing initiatives do not adequately achieve their intended outcome as their impact has not been measured. These workshop participants were wary of an Accord being introduced as another ‘tick-box sign up’ programme with similar issues.

Furthermore, they outlined that an Accord might silo businesses into ‘good’ and ‘bad’ without addressing fundamental issues that will help the sector such as productivity, pricing and sustainability.

## **Views on how to improve this Tirohanga Hou**

### **CRITICAL COMPONENTS OF A TOURISM AND HOSPITALITY ACCORD WILL NEED TO BE CLEARLY DEFINED AND ARTICULATED**

Some submitters neither agreed or disagreed because they needed more clarity around how the Accord would operate, be implemented, and whether businesses could voluntarily sign up or it would be mandatory.

Workshop participants explained that operators may not voluntarily sign up for an Accord, especially if the value of being a part of an Accord is not well understood. It was also noted that the strength and effectiveness of an Accord may be weakened if sign-up is voluntary, and where operators are able to self-report their results to meet the goals of the Accord. Submitters noted that the value of an Accord must be effectively portrayed to businesses to promote uptake. Most submitters disagreed with a self-reporting mechanism, and some suggested an Accord be compulsory. Workshop participants stressed that if an Accord was compulsory, then operators may require additional resources, funding and/or business support. This support may be required to complete reporting requirements and improve business practices to meet the standards of an Accord, even if voluntary.

*It must expand and strengthen how it is regulated and monitored. As such it is our recommendation that the MBIE move away from the suggested “self reporting” approach and move towards an independent and external reporting process. (Raise the Bar Hospitality Union)*

Additionally, workshop participants sought further clarification on the intent and overall objectives of an Accord. There was concern that it would be a tick-box exercise rather than a programme to lift industry standards. Workshop participants stressed the importance of aiming for best practice rather than meeting legal requirements.

### **IDENTIFYING WHO WILL BE RESPONSIBLE FOR THE OPERATIONALISATION AND PROMOTION OF THE ACCORD WILL BE IMPORTANT**

Submitters outlined that further work and detail is needed to define the governance and operational arrangements for implementing an Accord. For instance, submitters sought clarity on whether it would be legislated, who would fund it, how it would be enforced and audited, and how it would align with and differentiate from existing programmes such as Qualmark, Rainbow Tick, the Tourism Sustainability Commitment, and other existing programmes. Many expressed that whatever the governance arrangements are, they should not be onerous to SMEs. Workshop participants noted that often employers are doing the right

thing, but that SMEs may not have the time, money, or resources to commit to a programme such as Qualmark or an Accord.

*The ITP document notes that the sector is a complex rich ecosystem, and as such already has underpinning standards that, if given correct prominence, would not require another product to be added. The industry may well see it as another compliance requirement which for the Tourism SME business could be seen as onerous. (Nelson Tasman Regional Skills Leadership Group).*

## **A BENCHMARK OF WHAT GOOD LOOKS LIKE NEEDS TO BE EXEMPLIFIED**

Submitters stated that work needs to be undertaken to investigate what good business practice looks like. These submitters suggested that case studies and data could be used to establish a framework so that the desired actions of an Accord meet the desired outcomes. Workshop participants suggested that this could be used to establish clear objectives of an Accord. Workshop participants suggested that standards of the Accord be based upon exceeding legal requirements and consider a more holistic view of what a good workplace looks like.

## **IT WILL BE CRITICAL THAT CONSUMERS AND EMPLOYERS ALIKE UNDERSTAND THE BENEFITS OF THE ACCORD**

It was suggested by submitters that the benefit of an Accord needs to be marketed to consumers. Submitters also recommended the importance of education providers understanding the benefits to support improved market awareness. Workshop participants added that elements of an Accord could incentivise businesses to be part of it. For example, this could include 'training scholarships' to support businesses who sign up to the Accord. Furthermore, an Accord needs to be accessible to SMEs. Submitters and workshop participants acknowledged that it will be difficult but advise that they should be consulted with prior to any Accord being finalised. They also suggested that a pilot would be useful to demonstrate to SMEs how it will be operationalised and streamlined.

## **Views on what is missing from the Accord**

### **CONSIDERATION NEEDS TO BE GIVEN TO IMMIGRATION SETTINGS, GOVERNMENT'S ROLE AND OTHER GOVERNMENT INITIATIVES IN AN ACCORD**

Submitters outlined that the immigration settings need to be addressed and the role of immigrant workers needs to be factored into an Accord. Submitters also recommended that the government's role in supporting an Accord needs to be made more explicit. For instance, will they be funding and supporting the Accord, or will it be funded through compliance costs? Many submitters and workshop participants queried how the Fair Pay Agreement Bill will interrelate with this work.

### **THE REPORTING PROCESS NEEDS TO BE OUTLINED IN AN ACCORD**

While many submitters and workshop participants advocated against the self-monitoring option and opted for external reporting, some submitters suggested that the reporting process should include consumer and employee feedback. Furthermore, they advise that businesses should be regularly reviewed to make sure they maintain the standard of the Accord.

### **STABLE AND SUSTAINABLE EMPLOYMENT WILL BE CRITICAL FOR THE FUTURE OF THE SECTOR**

Submitters also suggested stable and sustainable employment should be a focus of an Accord. Submitters suggested that stable and sustainable employment within an Accord might look like training for all levels (from year 12 and 13 to higher qualifications), anti-bullying and harassment policies or clear pathways for reporting bullying and harassment. Other suggestions included for employers to consider providing comfortable conditions for workers such as not having restraint of trade clauses, providing affordable staff meals and a comfortable staff room.

# Tirohanga Hou 2: Purpose-driven intergenerational mindset

## Views on whether this Tirohanga Hou would lead to better outcomes

Many submitters either strongly agreed or agreed that this Tirohanga Hou would lead to better outcomes in the tourism sector. Many submitters neither agreed nor disagreed, a few disagreed, and some were not sure. Workshop participants largely echoed submitters’ views – some indicated agreement, some were on the fence stating neither agree nor disagree, and a few disagreed.

Figure 3: Submitters’ responses to Tirohanga Hou 2 (n=72)



### THIS TIROHANGA HOU WILL BE CRITICAL TO HELP FUTURE-PROOF THE INDUSTRY AS IT ENCOURAGES LONG-TERM THINKING

While workshop participants praised that this Tirohanga Hou reflects the direction of societal attitudes, they acknowledged that it is an ambitious Tirohanga Hou. Some noted that this Tirohanga Hou would encourage a cultural shift in business mindset to think about long-term sustainability rather than the economic short-term. Others reinforced that this Tirohanga Hou would encourage workers to be valued, and would urge businesses to focus on the impact that they are having on their community and wider environment. Submitters considered that this Tirohanga Hou would be a powerful way to attract customers and staff.

*We fully support this approach and consider that opportunities should be provided for all businesses to learn and understand the Te Ao Māori values approach. It will lead to better work outcomes in tourism because guardianship, manaakitanga, whanaungatanga should be at the heart of the visitor economy and is an integral part of Aotearoa New Zealand’s identity that employees can take pride in. (Queenstown NZ, RTO)*

One submitter supported this Tirohanga Hou on the condition that it provides opportunities for development of career pathways as it makes the sector more inclusive. This submitter explained that it creates an “open door” so that the employee can leave the sector and return with new knowledge which will help make the sector more resilient.

### THIS TIROHANGA HOU MAY INTERFERE WITH BUSINESSES’ PRE-EXISTING VALUES AND OVERLAPS WITH DESTINATION MANAGEMENT PLANS

Submitters and workshop participants who disagreed were concerned that this Tirohanga Hou would give businesses a prescribed set of values that they would have to adhere to. They raised that businesses are developed with unique values relevant to said business, which may align or differ from this Tirohanga Hou and the ITP in general. There was concern that differences in value alignment could create tension between this Tirohanga Hou and businesses.

*Some consideration needs to be given to the widespread and broad industry that tourism is overall. One business’s purpose may not align with another, and all businesses may not align with the overall purpose that the ITP presents. (Haka Tourism Group, Tourism Business)*

Some submitters were apprehensive that this Tirohanga Hou would be another “bureaucratic exercise” and would be ineffective without a cohesive measurable plan to accompany this Tirohanga Hou.

A few submitters who disagreed, thought that this Tirohanga Hou should be discarded and that it weakens the other more actionable Tirohanga Hou. Another critiqued that adopting a purpose-driven intergenerational mindset is already happening in Destination Management Plans (DMP) and suggested that this Tirohanga Hou build on the DMPs rather than introducing something new.

## Views on how to improve this Tirohanga Hou

### DEFINE PURPOSE-DRIVEN, PROVIDE GUIDANCE FOR BUSINESSES, AND INCORPORATE TE AO MĀORI PRINCIPLES

Submitters and workshop participants stressed that the words ‘purpose-driven’ and ‘intergenerational’ need to be clearly defined. A few recommended differentiating ‘intergenerational’ from ‘purpose-driven’. They suggested simplifying the wording of this Tirohanga Hou as some found it difficult to understand.

Submitters and workshop participants also sought clarity on what this Tirohanga Hou looks like in practice. Workshop participants recommended digestible, easy-to-follow advice for businesses, especially for SMEs, on how to integrate the ideas raised in this Tirohanga Hou. They suggested changing the wording from ‘promoting’ to ‘educating’ businesses on how to be purpose-driven and intergenerational so that it aligns with *a fit for purpose education and training system* (Tirohanga Hou 6).

Furthermore, some submitters outlined the need for the integration of Te Ao Māori Principles such as guardianship, manaakitanga, and whanaungatanga which overlaps with *building cultural competency* (Tirohanga Hou 4).

### THIS TIROHANGA HOU SHOULD BE A CROSS-CUTTING OUTCOME INSTEAD OF AN ACTION

Some proposed that the ‘purpose-driven intergenerational mindset’ must be at a high level to accommodate for the broad range of values already adopted by businesses. Some suggested that this Tirohanga Hou should be a principal outcome that all other Tirohanga Hou are working towards.

*“While the intent is solid, the actions seem light in relation to the fundamental shifts in people’s values that the Tirohanga Hou is seeking to drive. Also, this Tirohanga Hou will be influenced by all of the other actions across the Accord, so can be seen as more of an outcome than an action itself.” (Tourism Industry Aotearoa, Industry Association)*

### CLARITY WILL BE NEEDED ON THE GOALS AND IMPLEMENTATION PLAN OF THE TIROHANGA HOU

Many submitters did not have a clear understanding of this Tirohanga Hou and many workshop participants were concerned with how this Tirohanga Hou would be implemented. They suggested that more information is needed on how this Tirohanga Hou would be achieved.

*I think MBIE / ITP need to recommend a particular group to manage this. It seems like a workstream that will just fade away unless if someone takes ownership of it – but now that its MBIE’s / ITP’s idea they should really ask someone to take responsibility [sic] – assign it to someone. (Online submitter, Individual)*

Submitters and workshop participants explained that for this Tirohanga Hou to be successful, it will need to be supported by regional data and an understanding of the differing challenges and opportunities within Aotearoa New Zealand’s regions. Actions need to be strengthened by having specific, measurable outcomes that this Tirohanga Hou is trying to accomplish. Some also suggested having cadetship programmes to create hands-on experience and bolster the longevity of the business.

### EXHIBIT THE GOOD THAT IS ALREADY HAPPENING

Many submitters and workshop participants recommended acknowledging and showcasing positive stories and case studies of businesses that are already adopting an intergenerational business model. Submitters noted that by showcasing the good, this could encourage industry leaders to buy-in and champion this concept.

*I like the idea of showcasing positive stories. This will encourage businesses to replicate the case studies. It would be great to ensure that there are a number of case studies of SME’s and micro SME’s (Online submitter, Industry Association)*

# Tirohanga Hou 3: Enabling better work through innovation and technology

## Views on whether this Tirohanga Hou would lead to better outcomes

Most submitters and workshop participants strongly agreed or agreed that this Tirohanga Hou would lead to better work outcomes. A few submitters and workshop participants disagreed that this Tirohanga Hou would lead to better work outcomes. Some submitters and workshop participants neither agreed nor disagreed.

Figure 4: Submitters' responses to Tirohanga Hou 3 (n=65)



### TECHNOLOGY AND INNOVATION CAN ADD VALUE TO OPERATIONS, AND WORKFORCE CONDITIONS AND CAPABILITY

Submitters who agreed noted that there are numerous opportunities for technology and innovation to add value to tourism businesses and the workforce.

*This Tirohanga Hou has considerable potential to drive a paradigm shift in the industry – productivity, efficiency, value creation, more interesting jobs, less mundane jobs, and others. Tourism is an innovative industry, but in an unstructured or informal way and technology change is happening all the time. The challenge is to accelerate this innovation and technology uptake and significantly widen the breadth across the industry. (Tourism Industry Aotearoa, Industry Association)*

Some submitters and workshop participants noted that technology would help to reduce manual processes and help to improve overall productivity. A few workshop participants noted that this could help to smooth peaks and troughs by requiring less intensive labour onsite at peak times.

Some also stated that this would provide workers with opportunities to upskill. However, whether this occurred in-house through work experience or through external training providers was not determined.

Some submitters and workshop participants noted that this Tirohanga Hou could present opportunities for businesses to develop their product offerings to better cater to consumer demand, which in turn could build economic resilience. Other workshop participants considered that this Tirohanga Hou would be key to connect businesses, build cross-sector capability, and attract diverse talent to the tourism sector.

### CONCERN WAS CITED ABOUT THE LOSS OF PERSONAL TOUCH IN TOURISM SERVICE

Those who disagreed noted that there could be a risk of losing the personal touch that consumers expect with the introduction of new technologies. Workshop participants emphasised that front-facing staff are an asset, and that technology adoption should not come at the expense of person-to-person interactions. For example, workshop participants expressed that the hotel check-in experience is benefited by in-person interaction and can make the experience a more positive and personal one.

*Whilst all for using technology one must never lose the personal touch. Hospitality and hosting of guests is all about face-to-face human interactions... (Queenstown Holiday Park Creeksyde, Tourism Business)*

A few submitters noted that they were uncertain whether this Tirohanga Hou would lead to better work outcomes. One noted that integration of technology and innovation is driven by consumer demand and a reduced workforce rather than creation of better work.

*The link between “better work” and innovation/technology as set out in the Tirohanga Hou seems a little forced. Technological improvements do not always lead to “better work” for employees. Indeed, technological improvements are often driven by a stated goal of reducing workforce. This is demonstrably the case with comparatively recent innovations such as self check-in at airports and hotels. (Hotel Council Aotearoa Association, Industry Association)*

A few also noted that some tasks are unable to be replaced with technological solutions and that government intervention is not required to promote uptake of technologies.

*Rooms do not service themselves, automation is not a solution at all points of the guest experience and identifying what could be changed without compromising essential service standards is tricky... (Millennium and Copthorne Hotels, Tourism Business)*

## **POOR INFRASTRUCTURE CAN BE A BARRIER TO ADOPTION**

A few submitters and workshop participants also noted that infrastructure is a key barrier for implementation of this Tirohanga Hou, especially in rural destinations. They noted that without investment in infrastructure, operators would be unable to engage in the implementation of the Tirohanga Hou. Further, many submitters and workshop participants explained that operators lack the time and capital needed to engage and invest in this area. They suggested that improved funding and investment mechanisms would be required to ensure successful implementation of the Tirohanga Hou.

## **Views on how to improve this Tirohanga Hou**

### **TENSIONS EXIST BETWEEN WHETHER IMPLEMENTATION SHOULD OCCUR AT AN INDIVIDUAL BUSINESS LEVEL OR AT THE REGIONAL OR NATIONAL LEVEL**

Submitters and workshop participants had mixed views on what implementation of this Tirohanga Hou would look like. A few submitters suggested that the implementation should occur at an individual business level to ensure innovation meets specific consumer demands and business needs. However, some raised that to achieve economies of scale, innovation should be developed at a regional or national level. This was recommended to limit the cost and time burden on individual businesses and to alleviate the barriers that individual businesses face such as scarcity of time, competing consumer demands, risk hesitancy, scale and structure of business, and staff capability.

A few submitters noted that the Ministry’s role could be further defined and developed to help achieve the objective of this Tirohanga Hou. Submitters noted that the Ministry could research current gaps and opportunities in the tourism sector and explore potential solutions within the technology sectors.

*As a sector, better understanding of the barriers for adoption of new technology is needed. It is not necessarily just scale of the business, but also customer demand and service practice, time to implement, and cost that will impact uptake and effectiveness. Businesses may need to witness proof of concept and will require support in making implementation of new technology seamless, particularly where it includes an initial investment of time and money. (Queenstown Lakes District Council)*

### **THERE WERE CALLS FOR GREATER SUPPORT FOR BUSINESSES TO ACCESS R&D FUNDING**

Many submitters expressed concern around availability of funding for tourism businesses to invest in and implement technological changes in their business.

*Having funds and grants available for the smaller operators to be able to afford these innovations. None of this comes cheap, and sometimes it's also having a person available to help businesses start the process, they're also historically very time poor so need help with that. (Hokianga Tourism Association, RTO)*



Some submitters explained that stronger pathways for accessing the support from Government's overall Research, Science and Innovation (RSI) funding pool is necessary to improve the uptake of innovation and technology. However, some workshop participants noted that education around the long-term economic benefits of technology and innovation would encourage more rapid uptake of technology.

Both workshop participants and submitters raised the issue that SMEs often have a lower ability to adopt and invest in new technologies compared to larger businesses due to time scarcity, cost, and subsequent staff training requirements. These new technologies need to be made easily accessible to small businesses.

### **EXAMPLES OF BEST PRACTICE COULD BE SHOWCASED TO GUIDE OPERATORS IN THEIR IMPLEMENTATION**

Some submitters wanted to see more concrete examples of actions that would lead to increased adoption of technological solutions. One example was to showcase tourism industry leaders who are implementing innovation and technology into their businesses to inspire others to shift their practices. Workshop participants suggested that guidelines, action plans, and resources to identify technology solutions may be helpful.

### **IMPLEMENTATION SHOULD INCLUDE AN EMPHASIS ON EDUCATION ON THE BENEFITS OF INNOVATION AND TECHNOLOGY, AND BETTER DATA**

Further, some submitters noted that collaboration between tourism businesses should be encouraged. To support this, workshop participants suggested introducing expos and programmes to connect tourism businesses to the technology sector.

*These innovative actions could go further, as it seems collaboration within the tourism sector is not addressed and is where significant productivity and employment gains can be made. For example, multiple SMEs could collaborate to share a marketing solution that combines leading technology, sales representation, and communications capability, or a cooperative could own shared plant, vehicles, and premises. (Nelson Tasman Regional Skills Leadership Group)*

Some submitters explained that data could inform better decision-making in the tourism sector. A few workshop participants noted that technology can support data collection, but others also noted that data should be used to inform decisions made regarding technology and innovation integration in the sector.

### **THERE ARE CLEAR LINKS BETWEEN A NUMBER OF TIROHANGA HOU**

Many submitters and workshop participants explained that other Tirohanga Hou could support the implementation of this Tirohanga Hou. Many noted that technological literacy of workers and employers should be a key focus of this Tirohanga Hou to ensure businesses can access technology and also implement tools successfully in their business.

Participants noted that provision of *Fit for purpose education and training* (Tirohanga Hou 6) and *Better tools and resources for operators* (Tirohanga Hou 7) would be key to supporting this Tirohanga Hou. Submitters noted that there may be opportunities for businesses to engage in programmes such as Creative HQ to develop ideas however, tailored training would often be required to meet the diverse needs of individual business capability and scale. A few submitters suggested that Te Pūkenga and RTOs could be used to ensure businesses engage with opportunities and tools.

A few also noted that technology and innovation could support *Building cultural competency* (Tirohanga Hou 4) by enabling businesses to share stories in innovative and immersive ways.

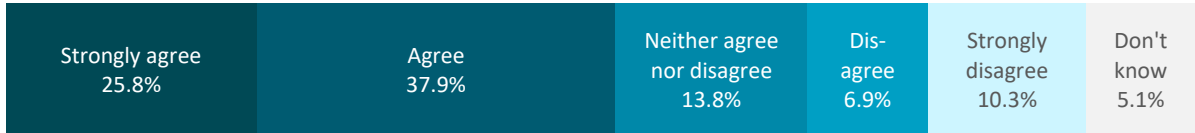
A few workshop participants highlighted that best practice could be demonstrated through a *Public campaign to showcase better work* (Tirohanga Hou 8).

# Tirohanga Hou 4: Building cultural competency

## Views on whether this Tirohanga Hou would lead to better outcomes

Most workshop participants and submitters agreed that this Tirohanga Hou will lead to better work outcomes in the tourism industry, with some of the workshop participants strongly agreeing with this point. Some workshop participants and submitters neither agreed nor disagreed. A few submitters did not agree.

Figure 5: Submitters' responses to Tirohanga Hou 4 (n=58)



### **BUILDING CULTURAL COMPETENCY CAN HELP PROMOTE AOTEAROA NEW ZEALAND'S UNIQUE OFFERING AND IMPROVE WORKFORCE DIVERSITY**

Of those who agreed that this Tirohanga Hou would lead to better outcomes, submitters highlighted that visitors and the tourism workforce have an interest in Aotearoa New Zealand's culture and are often eager to learn more. Many submitters and workshop participants considered that our culture is a point of difference which is valued by international visitors and makes the experience more memorable. They suggested that building cultural competency would support more effective promotion of Aotearoa New Zealand by leaning into our unique point of difference –Māori culture.

*Māori culture is our unique point of difference in this world and cannot be replicated anywhere else in the world. A progressive country embraces its indigeneity alongside its settler history. (Whale Watch Kaikoura Ltd, Tourism Business)*

Some workshop participants stated that building cultural competency promotes diversity and inclusion in the workforce, and could support the attraction and retention of Māori staff. They mentioned that building Māori cultural competency within the industry would help to improve understanding of Māori values which could be applied to a company's values. Links were made between this Tirohanga Hou and supporting businesses to *promote a purpose-driven, intergenerational mindset* (Tirohanga Hou 2).

However, some submitters and workshop participants raised the importance of not only focussing on Aotearoa New Zealand's culture, but also embracing the culture of the diverse migrant workforce within the tourism industry. These submitters highlighted the continued contribution that the migrant workforce make, and considered it important for this contribution to be valued and recognised.

*While highly desirable, the level of competency will fluctuate depending on the business therefore 'culturally competent' should not exclusively involve Māori culture, and must include the diversity of cultures in Aotearoa New Zealand. (Anonymous, RTO)*

### **THERE WERE HESITATIONS AROUND THE VARYING EXPECTATIONS AND NEED FOR CULTURAL COMPETENCY AMONG DIFFERENT WORKPLACES**

A few submitters who neither agreed nor disagreed mentioned that the need to be culturally competent varies between workplaces. They explained that for some workers, having high levels of cultural competency is a vitally important part of their job, whereas for others, cultural competency is minimally relevant. Workshop participants cautioned that any education or guidance given relating to this Tirohanga Hou needs to take into account to varying business needs, and cannot be a one-size-fits-all approach.

## **THIS TIROHANGA HOU MAY HAVE MINIMAL IMPACT ON ENCOURAGING BUSINESSES TO BECOME MORE CULTURALLY COMPETENT**

Of the submitters who disagreed, a few stated that many businesses have already incorporated cultural storytelling into their visitor experiences. A few submitters also stated that a government-mandated initiative is unlikely to improve outcomes and would have minimal impact on building the cultural competency of businesses. A few submitters also considered that those businesses who are not already building cultural competency of their staff or incorporating cultural elements into their service offering, are unlikely to do so in response to this Tirohanga Hou.

## **Views on how to improve this Tirohanga Hou**

### **STORYTELLING IS AN IMPORTANT PART OF TOURISM IN AOTEAROA NEW ZEALAND, BUT NEEDS TO BE DONE APPROPRIATELY, AND WITH REGARD TO WHAT STORIES MĀORI WANT TOLD**

Many submitters and workshop participants considered authentic story-telling to be fundamental to the tourism sector in Aotearoa New Zealand. These workshop participants and submitters stated that Māori stories need to be told respectfully and by those whose stories they are to tell. A few workshop participants noted that currently there is uncertainty regarding what storytelling is appropriate, particularly among non-Māori tourism businesses.

Both workshop participants and submitters asked for guidance on how businesses could connect with iwi to understand the local or regional culture in the area they operate in.

*Include a further action on how the industry can be best supported to use Māori cultural practices, language and stories in the most appropriate way, to both build the capability of their workers and the offer they present to their visitors. For many tourism operators, guidance on how to connect with Mana Whenua will be an important area. (Tourism Industry Aotearoa, Industry Association).*

Some workshop participants emphasised the importance of businesses building relationships with local iwi to support the implementation of this Tirohanga Hou. A few workshop participants and submitters also suggested that the development of this Tirohanga Hou needs to be done with Māori, who should be at forefront of shaping this initiative and should endorse it at a regional and national level.

*Māori must be at the forefront of shaping and endorsing this both nationally where there are common themes and regionally where tribal boundaries exist and stories become area unique. Authenticity, respect, acknowledgement of who owns these stories and how they can be used will be important considerations. (Whale Watch Kaikoura Ltd, Tourism Business)*

### **THERE SHOULD BE GUIDANCE OR ADVICE FOR BUSINESSES ON WHAT IS APPROPRIATE, AND GENERAL SUPPORT FOR GREATER UPSKILLING IN CULTURAL COMPETENCY**

Most submitters and workshop participants emphasised that education and training are essential to building cultural competency within the industry. Some of the workshop participants made the link between this Tirohanga Hou and the focus on *fit-for-purpose education and training* (Tirohanga Hou 6). Submitters and workshop participants identified the need for education on tikanga, including how to use Māori cultural practice, language, and stories in an appropriate way. Submitters suggested that accessible and digestible guidance and tools would support businesses to understand the gaps in their capability.

A few workshop participants highlighted the potential to differentiate guidance and tools targeted at different types of tourism careers. For instance, being a guide for a tourist hotspot in New Zealand and being able to relay Māori myths and legends that belong to that area.

Workshop participants also raised a range of other considerations relating to training, support, and guidance around building cultural competency, including:

- A few acknowledged the cost that comes with training and improving capability of staff. Some said that financial support would be needed to ensure the success of this Tirohanga Hou.

- A few suggested that micro-credentials for cultural training could be achieved in the off-season.
- Some stated that there should be a nationally available resource.
- Others recognised the importance of regional differences and added that any resource should have historical information available for each region so that businesses can ensure they are telling the right story.

A few workshop participants suggested that this Tirohanga Hou should include more on how cultural competency would be measured and what success would look like.

### **THE SCOPE SHOULD BE BROADENED TO REFERENCE THE DIVERSITY OF CULTURES WITHIN AOTEAROA AND OF VISITORS**

Most submitters and workshop participants suggested that the scope of this Tirohanga Hou needs to be broadened to reference diversity of cultures within Aotearoa New Zealand, as well as the cultures of visitors to the country.

Submitters also considered it important to acknowledge the culture of new migrants contributing to the tourism workforce and ensured these workers have an identity in Aotearoa New Zealand. Some submitters mentioned that embracing a wider scope of cultures would contribute to workplace inclusivity.

Both submitters and workshop participants highlighted the opportunity to focus on learning more about the cultures of visitors to enable the industry to cater to them and ensure they feel respected when they visit.

# Tirohanga Hou 5: Embracing the peaks and troughs of tourism demand

## Views on whether this Tirohanga Hou would lead to better outcomes

Submitters and workshop participants had mixed views regarding whether this Tirohanga Hou would lead to better work outcomes. Many agreed or strongly agreed while some neither agreed nor disagreed. Some also disagreed that this Tirohanga Hou would lead to better work outcomes with a few submitters strongly disagreeing.

Figure 6: Submitters' responses to Tirohanga Hou 5 (n=56)



### EMBRACING PEAKS AND TROUGHS IS A LOGICAL SOLUTION TO DEAL WITH NATURAL FLUX IN THE INDUSTRY AND SEASONS

Some submitters and participants agreed that this Tirohanga Hou would lead to better work outcomes. They noted that flux in tourism demand is a key part of the industry and is unlikely to shift dramatically in the near future, so this flux should be embraced.

*Fluctuations are a reality in tourism for powerful reasons, and these are very difficult to shift. The Actions seem to be appropriate to injecting the evidence on how strategies like employee-sharing could be further developed. (Tourism Industry Aotearoa, Industry Association).*

Many workshop participants stated that the troughs/off-season offers opportunities to invest in training, complete administration and maintenance, and work with overseas businesses on a worker exchange as the seasons change. Some submitters agreed that job sharing would enable better work outcomes by providing more stable and secure job opportunities, enable workers to gain more skills and engage in further education and training, be exposed to other industries, and promote conservation efforts.

Many submitters acknowledged programmes that already exist to create opportunities for seasonal tourism workers. For example, one online submitter explained that Kaitiaki Adventures are working with Toi Ohomai, Rotorua Institute of Technology, a large tertiary institute, to develop the skills of workers across a range of disciplines including "...track maintenance, pest control, regeneration of native flora and fauna, helping to provide year-round employment." Another example described a programme run in 2020 and 2021 by the Ministry of Social Development and Queenstown Resort College. The programme enabled the retention of staff by upskilling workers during peaks while earning a wage. Examples showcase tourism businesses partnering with educational and conservation organisations to enable workers to engage in other work or education during the off-season, ensuring retention and continued development of staff.

Other submitters agreed that off-season training should be provided in blocks so that workers have the opportunity to work towards micro-credentials and awards. They noted that this could promote the professionalisation and reputation of the industry.

### EMPHASIS SHOULD BE PLACED ON SMOOTHING PEAKS AND TROUGHS RATHER THAN EMBRACING THEM

Some disagreed that this Tirohanga Hou would lead to better outcomes. Some submitters and a few workshop participants explained that they would prefer the emphasis be placed on smoothing peaks and troughs to create permanent employment opportunities. Others highlighted that many workers choose to work in the industry because of the seasonal or typically 'unsociable' hours.

There were mixed views on whether ‘embracing’ was the most appropriate word to use for this Tirohanga Hou. While some submitters agreed that the industry should embrace the peaks and troughs, others noted that the industry is already doing this and that the tone does not reflect work already occurring in this space to smooth peaks and troughs and to tourism support workers.

## **OPERATIONAL CHALLENGES EXIST THAT WOULD NEED TO BE WORKED THROUGH WITH OPERATORS AND INDUSTRY**

Some submitters and participants emphasised that the cost of retaining and training staff is prohibitive and external, centralised support would be required to enable workers to be kept on during quiet periods. Many submitters acknowledged the success of the Jobs For Nature Programme however, a few recognised that this success was likely due to the programme being organised centrally by the Department of Conservation which enabled greater capital and resource to be invested in the project.

When considering job-sharing opportunities, a few participants recognised that some industries do not align with the tourism industry in terms of skills required and periods of downtime. For example, tour-guiding skills often do not align with those needed for horticulture and agricultural based work and often workers are needed for these industries in the summer period.

## **Views on how to improve this Tirohanga Hou**

### **DEFINE THE ROLES AND RESPONSIBILITIES OF KEY STAKEHOLDERS**

Some submitters acknowledged the importance of organisations such as Ministry of Social Development, Te Pūkenga, WDC’s and other organisations in supporting actions under this Tirohanga Hou. However, a few recommended that clear roles and responsibilities of key stakeholders be clearly defined, especially with regard to implementation of the job-sharing programme. This is to ensure fit-for-purpose support and services are available for workers including training and education opportunities and welfare support during transitional periods.

### **THE INTERNATIONAL WORKFORCE COULD HELP TO ADDRESS SEASONAL DEMANDS**

Some submitters and participants wanted more emphasis on and consideration of the role of migrant workers in seasonal work. Workshop participants often noted that many workers want to come to Aotearoa New Zealand for short periods of time, then gain overseas experience, and then return. They noted that the migrant workforce is often highly skilled and are able to fill resource and knowledge gaps that exist in the industry currently. Some workshop participants suggested that long-term visas for returning skilled workers would be beneficial for the industry. Some noted that the scope of this Tirohanga Hou should be broadened to take into account migrant workers.

*The overseas workforce aspect of the total tourism workforce needs to be much better included within the ITP. It is imperative from a tourism industry perspective that the overall workforce needs of the tourism system are considered. (Haka Tourism Group, Tourism Business)*

### **BARRIERS SHOULD BE DECREASED TO SUPPORT LONG-TERM, SUSTAINABLE EMPLOYMENT**

Some workshop participants explained that immigration and employment laws are the greatest barrier to successful implementation of the Tirohanga Hou. Participants stressed that visa restrictions mean that job-sharing is often not possible and the time it takes to process visas is burdensome on employers and workers. Further, a few participants noted that 90-day trials and fixed-term contracts mean that many workers lack job security. It was suggested that systems be put in place to encourage long-term employment arrangements to be made in order for better retention and treatment of tourism workers.

Additionally, a few submitters and workshop participants noted that a barrier to job-sharing is the need for flexibility and mobility in lifestyle. Workshop participants explained that the nature of the industry requires workers to move between destinations however, little support is provided to cover the costs associated with moving. These costs, as well as the associated social costs of relocation, creates barriers for workers to move

when required. In line with this, some workshop participants recommended that partnerships be made between operators and sectors to create job opportunities for people regionally, rather than requiring people to move between regions.

Further, workshop participants expressed concern that a one-size-fits-all model would not translate well across regions due to differences in severity and timing of peaks and troughs in different regions. A tailored approach for each region was suggested.

Some workshop participants noted that programmes already exist to connect workers with jobs in the off-season however, greater industry collaboration is required to connect workers to meaningful and consistent work. A few workshop participants suggested that a central organisation (whether existing or new) be set up to connect employers to each other to encourage job-sharing. They also suggested that partnerships could be made with other countries in order to promote sharing of labour between seasons and secure employment opportunities.

### **CLEAR LINKAGES EXIST BETWEEN THIS TIROHANGA HOU A NUMBER OF OTHER TIROHANGA HOU**

A few workshop participants explained that *Enabling better work through innovation and technology* (Tirohanga Hou 3) could play a key role in reducing labour intensive work, helping to smooth labour needs across the year. As well as this, one noted that technology could be used to predict and plan resource requirements more effectively.

Further, some submitters explained that a *Public campaign to showcase better work* (Tirohanga Hou 8) could be used to demonstrate different types of job opportunities and employers. As well as this, some workshop participants noted that a *Tourism and Hospitality Accord* (Tirohanga Hou 1) could be used to match workers with meaningful work. It was recommended that an Accord could be used as a centralised platform to map demand for jobs and for workers; ultimately working as a database to match talent with workplaces.

Finally, some submitters and participants stressed the importance of aligning this Tirohanga Hou with a *Fit for purpose education and training* (Tirohanga Hou 6). It was noted that training in off-seasons should be fit for purpose and could involve attainment of stackable micro-credentials. Workshop participants explained that this could support more sustainable employment by providing workers with credentials that can be transferred across employers and sectors.

# Tirohanga Hou 6: Fit for purpose education and training

## Views on whether this Tirohanga Hou would lead to better outcomes

Many submitters and workshop participants agreed that this Tirohanga Hou would lead to better work outcomes. Very few submitters and workshop participants disagreed that this Tirohanga Hou would lead to better work outcomes.

Figure 7: Submitters' responses to Tirohanga Hou 6 (n=56)



### EDUCATION AND TRAINING IS IMPORTANT FOR RETENTION AND BUILDING INSTITUTIONAL KNOWLEDGE BUT THERE WERE MIXED VIEWS ON WHAT TYPE OF EDUCATION AND TRAINING WOULD BE MOST IMPACTFUL

Those who agreed that this Tirohanga Hou would lead to better work outcomes said so for a number of reasons. A few workshop participants noted that this could lead to higher retention of workers through continued development and education. Submitters noted that training and education can provide value to workers and employers by increasing institutional knowledge and ensuring staff provide high quality industry service.

However, there were mixed opinions on the type of education and training that would provide the most value to industry and workers. Some submitters stressed the importance of tertiary education in order to professionalise the industry. Workshop participants stressed the importance of apprenticeships where people are able to gain credentials while gaining invaluable industry experience. Both groups of people emphasised the need for fit for purpose education and training with some noting that tertiary, vocational, and micro-credential education will suit different people and different career paths. Workshop participants noted that the important factor is for people to be connected to education that both suits their aspirations and also enables them to learn about potential career paths inside and out of the industry.

### A LACK OF FUNDING COULD CONSTRAIN PROGRESS OF THIS TIROHANGA HOU

One submitter noted that, with a reduction in funding and capability within the tourism education sector, implementation of this Tirohanga Hou would face challenges. Others also highlighted that tourism businesses with limited funding may struggle to engage with education and training providers. Submitters suggested that greater funding, clear pathways, and accessible tools are needed to support employers and their staff to engage with this Tirohanga Hou.

*This is one of the most tangible Tirohanga Hou in terms of actionability, and it warrants strong implementation support however the majority of our workforce that miss out on training, are likely to be those who work in resource poor businesses and workplaces that are often understaffed and under pressure. Having training tools that are designed for such environments and with clear benefits to the employer as well as the employee will ensure uptake is strong. (BYATA, Industry Association)*

## Views on how to improve this Tirohanga Hou

### EDUCATION AND TRAINING SHOULD BE ALIGNED WITH INDUSTRY NEED AND SUPPORT CONTINUED LEARNING AND DEVELOPMENT

Workshop participants and submitters explained that education and training should be industry-led to ensure that those entering the tourism industry are equipped with the necessary skills and knowledge to meet consumer and employer demands. In addition, some workshop participants acknowledged the importance of partnerships



with educational institutions and industry. They emphasised the value of real-life work experience alongside formal education.

*This needs to be mainly industry led, rather than worker/student led. The industry knows what it needs, it is up to the institutions to fulfill that need, to tell the right story to attract the right people to set the right expectations. The end goal is a better match. This can't be done on a national scale. It needs to be done regionally, institutions working with regional business to address specific needs. (Online submitter, Tourism Business)*

A few workshop participants noted ongoing training and education at all levels of employment is important to ensure continued professional development of the workforce. They also noted that a system to recognise skills across employers and sectors is important, especially to support continued career progression. Many submitters and participants were supportive of micro-credentials being used to recognise skills however, it was noted by a few participants that motivation of employees may be a challenge and so should be a focus of implementation.

A few workshop participants noted that the scope could be broadened to all levels of the tourism workforce rather than school-leavers or entry-level tourism workers. Many participants noted that there are opportunities within tourism that lie outside of the service industry.

### **ALIGNMENT BETWEEN PROVIDERS IS NEEDED AS WELL AS CLEARER PATHWAYS FOR OPERATORS TO ENGAGE WITH EDUCATION AND TRAINING PROVIDERS**

It was noted by submitters and workshop participants that many organisations currently play a role in tourism education. However, greater alignment and clearer definition of responsibilities and roles is needed to ensure training and education is fit-for-purpose. A few submitters suggested that research be undertaken to better understand gaps in private and public tourism education.

*There needs to be a clearer strategy for tourism training and education across what is a complex system that is often not aligned or working effectively. Actors include Ministry of Education, Tertiary Education Commission (funding model), NZQA, Te Pukenga, Universities, Workforce Development Councils, Regional Skills Leadership Groups. The sheer number of institutions and complexities makes it almost impossible to navigate or influence for better programmes and outcomes for the tourism sector. (Regional Tourism New Zealand, Industry Association)*

A few submitters and workshop participants explained that clearer pathways are needed for operators, especially SMEs, to engage with education and training providers. Workshop participants noted that SMEs may not know what opportunities are available to them or their employees and therefore may not engage in programmes suited to them or their business. Workshop participants suggested that RTOs could play a role in disseminating information to operators however, it was stressed that operators often face information fatigue so may not engage meaningfully with the material.

### **A CAMPAIGN COULD PROMOTE TOURISM CAREERS TO THOSE STUDYING OTHER SUBJECTS**

A number of linkages between other Tirohanga Hou were noted by workshop participants. A few considered that a *Public campaign to showcase better work* (Tirohanga Hou 8) could be used to help promote career paths in the tourism industry outside of what is traditionally thought of as a tourism career and boost positive perceptions of careers in tourism. It was suggested that this could encourage people in formal education to integrate tourism studies into other aspects of their education. Examples included legal, accounting, revenue management, and sustainability focused roles.

### **EDUCATION AND TRAINING WILL PLAY AN IMPORTANT ROLE IN BUILDING CULTURAL COMPETENCY**

Other participants saw strong links between this Tirohanga Hou and *Building cultural competency* (Tirohanga Hou 4). They noted that in order for workers to build cultural competency, education and training inside and outside of the workplace is required. Some suggested that a document or website be created that is a single source of truth for information regarding cultural history and information. However, others noted that destination-specific training and education would be more.

# Tirohanga Hou 7: Better tools and resources for operators

## Views on whether this Tirohanga Hou would lead to better outcomes

Overall, submitters and workshop participants largely agreed that this Tirohanga Hou would lead to better work outcomes. Very few submitters or workshop participants disagreed that this Tirohanga Hou would lead to better work outcomes.

Figure 8: Submitters' responses to Tirohanga Hou 7<sup>3</sup> (n=53)



### A FOCUS ON CLEAR CHANNELS COULD HELP OPERATORS ENGAGE WITH AND IMPLEMENT LEARNING FROM EXISTING INFORMATION AND TOOLS

It was widely agreed that tools and resources should be made available for all operators to ensure collective action and improvement. Workshop participants also agreed that the wheel does not need to be reinvented but rather current platforms be built upon. Some workshop participants noted that tools such as Digital Boost, the Tourism Sustainability Commitment, and Qualmark are useful tools for operators however, operators often feel overwhelmed by the number of resources available to them or are not connected to relevant tools for their business needs.

*We agree that the first step should be to utilise the wide range of generic business support that is already available. Then, if evidence suggests more bespoke tourism material is needed, then look at this on its merit. (Tourism Industry Aotearoa, Industry Association)*

Some workshop participants noted that most operators are unaware of what tools and resources are currently available, lack time to invest in or implement better tools or resources, and find it challenging to navigate the different sources or platforms to find relevant tools and resources. Workshop participants and submitters stressed the importance of creating clear channels so that operators can easily know about and access information, especially for those in rural communities and older members of the workforce.

### INVESTMENT SHOULD BE PRIORITISED FOR ADVICE SERVICES AND TAILORED INFORMATION PROVISION

Some submitters and workshop participants neither agreed nor disagreed with this Tirohanga Hou because they considered that investment should go towards advice services rather than tools and resources. Examples provided included mentoring, business-coaching, or tailored in-person programmes. Workshop participants explained that tourism businesses all have different challenges, operate in different contexts and need regional- and business-specific advice. They noted that many operators do not know about, have time to engage with, or find little value in engaging with online courses. Therefore, workshop participants and submitters both agreed that tailored advice services could be used to better engage operators, especially SMEs.

*There is a shortage of specialist advisers that understand the nuances and complexities of the tourism sector and system. Whilst general business practices are common, a specialist 'tourism' lens will engender confidence and lead to greater engagement, improved business practices and performance. Opportunities need to be developed to 'support and develop' the person, not just the business as they are intrinsically linked. (Regional Tourism New Zealand, Industry Association)*

<sup>3</sup> Note that no submitters selected 'disagree'

## **OPERATORS LACK TIME AND CAPACITY TO ENGAGE WITH INFORMATION AND TOOLS**

Those that disagreed expressed concern that operators do not have the capacity to process or implement new information. They noted that perhaps online platforms are not the most effective platform for operators to engage with new information. A few workshop participants noted that online and zoom training sessions often do not engage operators or are not run at times that suit them.

*It must also be recognised that SME's tend to be hands on IN the businesses and any ON the business is often done after kids in bed. Going to training sessions or sitting at a webinar is not viable. (Queenstown Holiday Park Creeksyde, Tourism Business)*

## **Views on how to improve this Tirohanga Hou**

### **A FREE AND OPENLY AVAILABLE CENTRALISED PLATFORM OR INFORMATION HUB COULD SUPPORT BUSINESSES TO UTILISE EXISTING TOOLS AND RESOURCES**

Submitters expressed that greater knowledge-sharing and training could support awareness and adoption of tools and resources, and identify gaps where further development of tools and resources may be helpful. Suggestions to support this included a free and openly available centralised platform or information hub to support businesses to utilise existing tools and resources. Although some workshop participants identified *Business.govt* as a key tool and single source of truth for operators, many did not know about the platform. Workshop participants noted that a centralised platform would support prioritisation of information and help operators to avoid information fatigue. Further, submitters and workshop participants suggested that industry organisations should be involved to ensure operators' needs and expectations are understood, and fit-for-purpose resources and tools are developed.

*More focus is needed to connect businesses into existing support programmes e.g. Regional Business Partner Programme and Mentoring services. RTOs/EDAs need to play a role in facilitating and connecting tourism businesses onto such programmes and tourism businesses need to be recognised as valued participants. (Regional Tourism New Zealand, Industry Association)*

### **TAILORED ADVICE AND BESPOKE TOOLS AND RESOURCES ARE NEEDED FOR SMES**

Additionally, some workshop participants noted that in-person training, mentoring, and coaching would be helpful to ensure that information is tailored to each individual business, and that businesses have vested interest in the success of the relationship and training. It was noted that business coaching and mentoring would be key, especially for SMEs who may lack time and capacity to implement learnings from generic information. Further, it was suggested that networking opportunities could be promoted to connect businesses to each other to encourage peer-to-peer mentoring.

*Businesses [have] struggled to use some of the existing tools, through either lack of clarity (conditions, holiday pay etc) of information on key websites or through lack of awareness, time or language barriers on using existing resources. [...] Covid support and tourism recovery support to businesses suggests that direct, one to one business intervention is most effective in achieving better outcomes. (Anonymous, RTO)*

Research needs to be undertaken to better understand the needs of operators to ensure tools and resources are tailored appropriately to the vast range of operators in Aotearoa New Zealand.

Some submitters noted that a better understanding of the current resources available, gaps and barriers to access needs to be attained. A few submitters suggested surveying operators to understand what their most immediate and long-term needs are to ensure that resources and tools meet their needs.

*It would also be helpful for more of these tools to be developed in conjunction with industry, rather than new resources being launched without prior engagement in idea or development stage. Our concern is these resources shouldn't be limited to minimum standards, they*

*should enable operators to go above minimum standards and highlight what best practice should look like. (Hospitality NZ, Industry Association)*

## **CLEAR LINKAGES EXIST BETWEEN THIS TIROHANGA HOU AND A NUMBER OF OTHER TIROHANGA HOU**

A number of linkages between Tirohanga Hou were observed by workshop participants and submitters. For example, this Tirohanga Hou was considered relevant to *Enabling better work through innovation and technology* (Tirohanga Hou 3). Submitters and workshop participants highlighted that tools and resources could be used to help operators navigate and implement technological improvements in their operations. In addition, participants explained that tools and resources could be used to expose operators to new ways of thinking and/or doing things.

Workshop participants also saw strong links between this Tirohanga Hou and a *Tourism and Hospitality Accord* (Tirohanga Hou 1). Submitters and workshop participants suggested that new tools and resources be developed to support operators to be good employers and to create better outcomes for workers in the sector. Some workshop participants noted that there could be a focus on tools, resources, and information on human resource processes and navigating legislation, regulation, and compliance.

# Tirohanga Hou 8: A public campaign to showcase better work

## Views on whether this Tirohanga Hou would lead to better outcomes

Most submitters agreed that this Tirohanga Hou will lead to better work outcomes. Few disagreed. Similarly, many workshop participants strongly agreed or agreed, a few disagreed and few neither agreed nor disagreed.

Figure 9: Submitters' responses to Tirohanga Hou 8 (n=52)



### A PUBLIC CAMPAIGN COULD HELP SHOWCASE THE GOOD, DISPEL WORKPLACE MYTHS, AND ILLUMINATE CAREER PATHWAYS AND POSSIBILITIES

Most submitters and workshop participants who agreed explained that a public campaign would be valuable for creating positive perceptions of the sector. They noted that a key point of value of a campaign would be the opportunity to showcase the good already being done in the sector. Submitters as well as workshop participants emphasised that aspirational visual demonstrations such as campaigns, tv series, and social media posts of 'what good looks like' would be beneficial.

*This is so important for the future of the tourism workforce. It needs to challenge perceptions and inspire the future. Tourism is an asset to New Zealand and people are at the heart of it. This campaign would need to work with all stakeholders and showcase education, but also people who have worked their way up and made career changes into tourism. (Online submitter, Individual)*

Most submitters and workshop participants agreed that a public campaign may have the power to illuminate potential career pathways, points of entry for careers in tourism, and the career variety the sector has to offer. Some submitters reasoned that a public campaign could dispel workplace myths. They explained that previous messaging from political officials has been negative so a campaign could encourage collaboration between the sector and public officials. They further elaborate that this will make the positive work that the sector has been doing visible to those who work in government which will have a positive flow-on effect to the general public.

Workshop participants outlined that through showcasing innovation, lifestyle, unique business stories, and Aotearoa New Zealand's beautiful environment, it will promote a sense of pride within and surrounding the sector.

### CHANGES ARE REQUIRED IN THE SECTOR BEFORE A PUBLIC CAMPAIGN CAN BE INTRODUCED

Of the workshop participants who disagreed, some considered a public campaign to be premature. They asserted that the sector needs to be improved so that it is a desirable place to work before a campaign is created to showcase the sector. Workshop participants warned that introducing a public campaign too early could risk reputational damage to the industry as campaigns are expensive and their impact is unable to be measured.

*It appears premature for the sector to initiate more public campaigns before attempting to respond to many of the other big problems in Tourism, including industry growth and social license concerns. (Hotel Council Aotearoa Association, Industry Association)*

### SECTOR BUY-IN WILL BE PARAMOUNT TO THE SUCCESS OF A PUBLIC CAMPAIGN

Some submitters and workshop participants who were unsure about or disagreed with this Tirohanga Hou expressed hesitation about the efficacy of a public campaign.

Some submitters and workshop participants caveated that such a campaign would only be successful if other parts of the draft Action Plan are implemented first. Other workshop participants considered that a public campaign would not be needed if all other Tirohanga Hou are implemented successfully. Additionally, some submitters prefaced that sector-wide buy-in is necessary for a campaign to be fruitful. This was considered important for cohesion between how the sector is being promoted and how those in the sector want it to be depicted.

Few were cautious about a campaign as it will be difficult to target an audience as the sector is nuanced and varied. Challenges such as this may run the risk of over-promising and under-delivering. When considering whether this Tirohanga Hou would lead to better outcomes, one submitter stated that:

*It will depend on how the messages are delivered and whether the messages are realistic or not. (Online submitter, Tourism Business)*

## Views on how to improve this Tirohanga Hou

### THE CAMPAIGN NEEDS TO ADDRESS EXPERIENCE WITHIN THE SECTOR AND BE CAREER-ORIENTED

Many submitters stated that tourism should be perceived as providing wide-ranging career opportunities with transferable skills valued by many sectors. These submitters emphasised the need for a campaign to have a career focus. Some workshop participants reasoned that a public campaign could showcase all levels of work within the industry as well as transferable skills. They recommended that careers are showcased as 'experiences' rather than 'jobs'. Submitters stated that a campaign should also address work-life balance and the diversity of roles available. In terms of positive career perceptions, workshop participants addressed that it is important to promote the good employers as well as enforcing the industry's rejection of bad employers. It should also encourage people within the tourism sector to mentor others.

*The end goal should be that by delivering upon the other Tirohanga Hou, the stories that can be told of pursuing successful careers and lives in tourism become real, and thus 'word of mouth' becomes our promoter that tourism is a good career option and thus the entrance of larger cohorts of workers into the sector across the country will be sustained (Regional Tourism New Zealand, Industry Association).*

### SUCCESS STORIES NEED TO BE SHOWCASED AND COMMUNITIES HAVE A ROLE TO PLAY

Many workshop participants and submitters explained that a campaign needs to showcase existing success stories to maintain social licence. Workshop participants advocated for the overlap between tourism and the community to be highlighted, as a public campaign can help to support wider community objectives. Some workshop participants and submitters expressed that a campaign is a good opportunity to promote examples of social impact tourism to make people aware that tourism creates real value for Aotearoa New Zealand and New Zealanders, not just economically but socially and culturally as well. Some gave the example of wanting to model a public campaign after other successful promotional initiatives, such as the Country Calendar television show.

### A CAMPAIGN SHOULD FOCUS ON ATTRACTING TALENT THROUGH ENGAGING WITH KEY ENABLERS

Many workshop participants and some submitters stressed that a campaign needs to give an authentic and accurate portrayal of the sector to rebuild trust with enablers and influencers that was lost following Covid-19. Examples of enablers and influencers that were provided were parents, teachers, and high school career advisors. Submitters suggested a starting point could be a campaign that is targeted at attracting the talent pool of people with previous tourism experience back into the industry.

Some submitters caveated that while positive perception created by a public campaign is a good starting place to attracting and recruiting new staff, quality induction and on-going professional development will be required to retain workers in the tourism industry for any length of time.

## **INCORPORATE EXISTING CAMPAIGNS**

Workshop participants cautioned that any new campaign needs to be mindful of the saturation of pre-existing campaigns such as *Get a #HospoLife* and *Go with Tourism*. Submitters and workshop participants particularly referenced *Go with Tourism* and recommended that a new campaign builds or fits in with it.

A few submitters stressed that the messaging of a campaign needs to be reflected in government messaging that champions the sector.

## Anything missing?

Some workshop participants and online submitters discussed ideas that could be incorporated into existing Tirohanga Hou.

### **TIROHANGA HOU 7: BETTER TOOLS AND RESOURCES**

Suggestions included developing helplines for businesses (such as advice, expertise, business support), and data to support workforce analysis. It was noted that in order to develop fit-for-purpose tools and resources, trends, needs and expectations needed to be understood. A few participants also explained that tools to help operators comprehend and use data effectively would be useful. A few submitters also stressed the high reliance that tourism in Aotearoa New Zealand has on SMEs. It was suggested that to best support these businesses, tailored and personalised support is needed.

*We recommend providing additional support for SMEs to understand how best practice solutions can be adopted in addition to resources being accessed. An additional Tirohanga Hou that provides for greater SME specific support would help address the above issue of lack of scale to make meaningful impact. (Nelson Regional Development Agency, Economic Development Agency)*

### **TIROHANGA HOU 6: FIT FOR PURPOSE EDUCATION AND TRAINING**

Another suggestion included introducing more or better career pathways in the sector. This was discussed across a number of Tirohanga Hou however, was most clearly connected to Education and Training. It was noted that education and training can support career progression within and outside of the sector. Clearer pathways for professionals outside of the sector were also discussed.

### **A RANGE OF MISSING TIROHANGA HOU OR TOPIC AREAS WERE IDENTIFIED**

It was noted that a Tirohanga Hou could be added to ensure the tourism sector can give effect to Te Tiriti o Waitangi and support Māori aspirations

Workshop participants expressed that there should be more emphasis on and alignment with giving back to the environment and the journey to a low-emissions future alongside workforce issues. A few workshop participants noted that there is an opportunity to link environmental sustainability to a values-based intergenerational mindset.

Both online submitters and workshop participants questioned the role of DMPs within the draft Action Plan. Online submitters emphasised that DMPs are being created to address key issues in tourism and to ensure that the views of communities are being met within planning.

*Over the last few years RTO's have been tasked to create Destination Management Plans (DMPs) to address key issues in tourism and ensure the views of our communities are being met within planning for the visitor industry. What is not clear from the Better Work Action Plan, is the role of DMPs within this kaupapa, how these plans have been considered as part of this process and if any work has been undertaken to look at workforce actions at an RTO level...(Anonymous, RTO)*

Some online submitters and workshop participants raised immigration and the importance of the international workforce as a missing part of the draft Action Plan. These submitters discussed the high reliance that many areas have on an international workforce and that there should be structural changes to more readily enable international people to work such as tourism-specific immigration settings. A few submitters explained that this could support the lifestyle and wellbeing of migrant workers and increase the overall workforce capability of the sector.

*I realise that Immigration settings were not in scope. New Zealand will need an international workforce going into the future. This is no fault of the industry and is repeated in most other*



*international tourism destinations. Whether they be working holiday visa holders or students we need them to be part of our employment mix. We are not replacing Kiwis with these workers. It is a win win for the country, the visitors and the tourism businesses. (Online submitter, Industry Association)*

A few workshop participants and some online submitters mentioned that data is essential to the implementation of the wider ITP and considered it to be missing from the overall draft Action Plan. These submitters suggested that an additional Tirohanga Hou could be focused on ensuring the provision of workforce tourism data. They also referenced the Tourism Data Leadership Group and suggested that workforce data needs to be a significant consideration.

# Prioritisation of the Tirohanga Hou

## PRIORITISATION BY WORKSHOP PARTICIPANTS

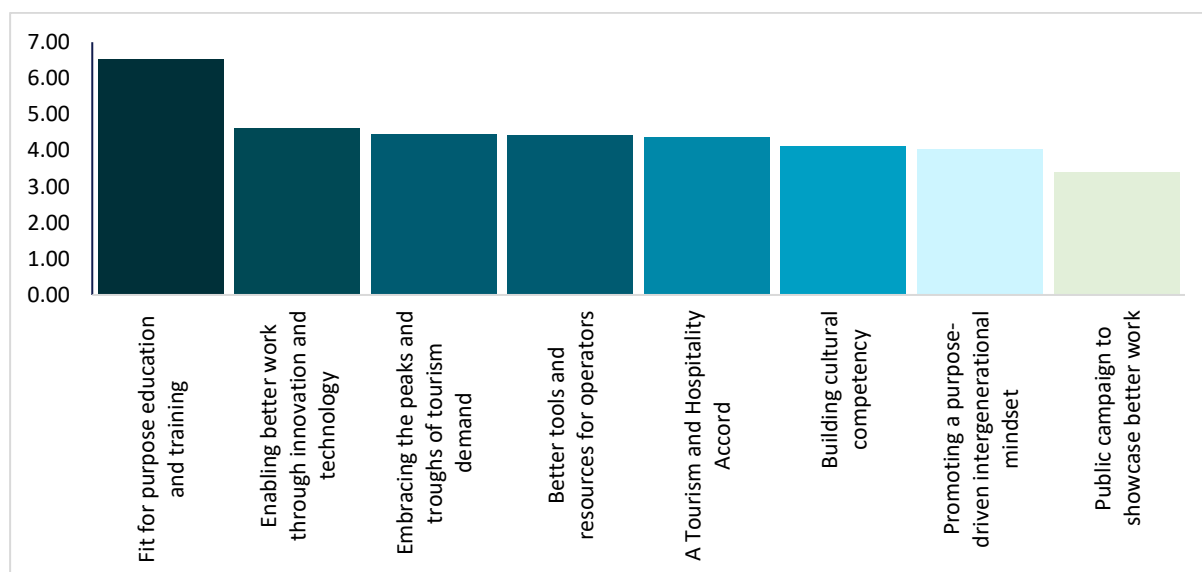
The Slido app, an online polling and quiz tool, was used to gather workshop participant responses to the question: 'Which Tirohanga Hou is the most important?'. Using their phones or other mobile devices, participants ranked each Tirohanga Hou from the most important (8) to the least important (1). Average scores were calculated for each individual workshop, as well as across the total number of participants who provided ranking responses.

A total of 69 participants across 12 workshops<sup>4</sup> provided responses ranking the Tirohanga Hou. This included seven in-person workshops and five online workshops.

Across all workshops on average:

- *Fit for purpose education and training* was considered to be the most important Tirohanga Hou to prioritise.
- *Enabling better work through innovation and training* and *Embracing the peaks and troughs of tourism* were considered marginally more important than other Tirohanga Hou, appearing in the top three Tirohanga Hou to prioritise.
- *Building cultural competency* and *Promoting a purpose-driven intergenerational mindset* were considered marginally less important than other Tirohanga Hou, appearing in the bottom three Tirohanga Hou to prioritise.
- *A public campaign to showcase better work* was ranked as the least important Tirohanga Hou to prioritise.

Figure 10: Average scores from across workshops



There were some differences between the workshops, particularly when considering regional spread and workshop participant demographic make-up. For example:

- Those who attended the Māori hui held online on 5 September ranked *Building cultural competency* as the most important Tirohanga Hou, followed by *Fit for purpose education and training* and *Promoting a purpose-driven intergenerational mindset*. These workshop participants considered the *Tourism and Hospitality Accord* to be the least important to prioritise.
- Those who attended the Nelson, Rotorua, and Dunedin workshops tended to rank *Embracing the peaks and troughs of tourism demand* as lower in priority compared to other workshops.

<sup>4</sup> In two in-person workshops, we encountered technical issues with Slido meaning that formal data was unable to be collected. Workshop participants' views were instead discussed verbally.

- One online workshop which had attendance from mostly tourism employees ranked *Enabling better work through innovation and technology* and a *Tourism and Hospitality Accord* as least important to prioritise. They also ranked *Fit for purpose education and training* and *Embracing the peaks and troughs of tourism demand* as high in importance.

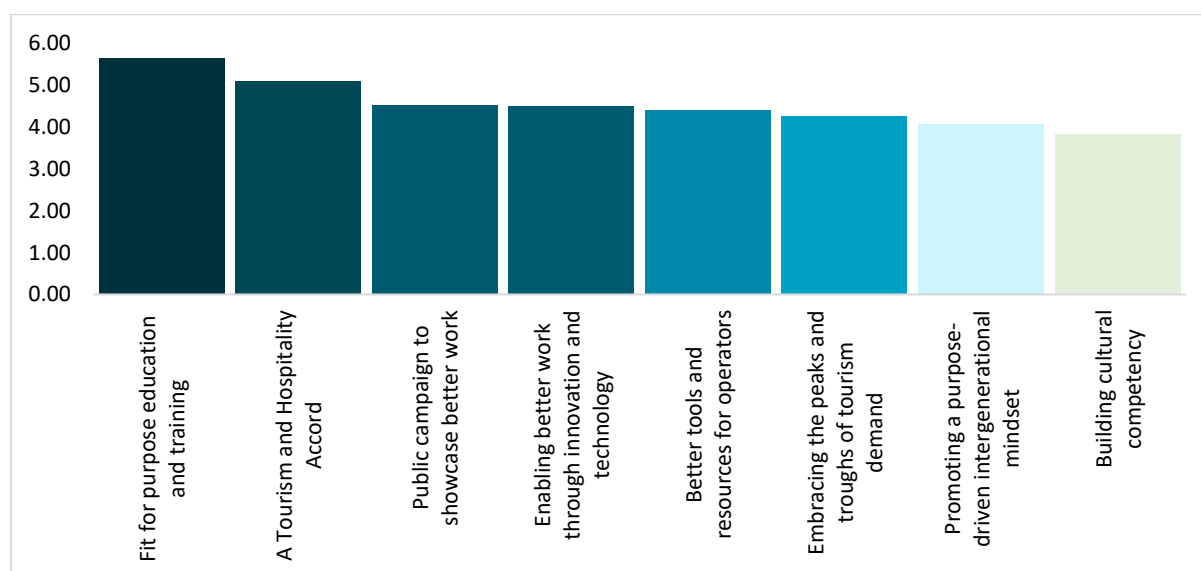
## PRIORITISATION BY SUBMITTERS

As part of the online survey, submitters were also asked to rank the Tirohanga Hou from most important to least important. A total of 49 submitters provided a response in SurveyMonkey ranking the Tirohanga Hou.

Across all submissions on average:

- *A Fit for purpose education and training* was considered to be the most important Tirohanga Hou to prioritise.
- In contrast to workshop participants, submitters generally considered a *Tourism and Hospitality Accord* and a *Public campaign to showcase better work* to be in the top three most important Tirohanga Hou to prioritise.
- *Embracing the peaks and troughs of tourism demand* and *Promoting a purpose-driven, intergenerational mindset* were generally ranked in the bottom three Tirohanga Hou to prioritise.
- *Building cultural competency* was considered the least important Tirohanga Hou to prioritise.

Figure 11: Average scores across submitters



Of the 49 submitters who provided a response, there were some small differences in how the Tirohanga Hou were ranked when comparing submitter categories:

- Of the 15 tourism businesses who responded, most of these submitters ranked *Fit for purpose education and training* in the top three most important Tirohanga Hou to prioritise. Approximately half of these submitters ranked a *Tourism and Hospitality Accord* in the bottom two Tirohanga Hou to prioritise.
- Of the six tourism employees who responded, most of these submitters tended to rank a *Tourism and Hospitality Accord* and a *Promoting a purpose-driven intergenerational mindset* in the top three most important Tirohanga Hou to prioritise. In addition, most of these submitters tended to rank a *Public campaign to showcase better work* and *Better tools and resources for operators* in the bottom three Tirohanga Hou to prioritise.
- Of the eight educational institutes who responded, these submitters tended to rank a *Tourism and Hospitality Accord* and a *Public campaign to showcase better work* as either in the top two (most important), or bottom two (least important) Tirohanga Hou to prioritise. That is, these Tirohanga Hou did not receive 'middle ranking' scores.

## EXPLANATORY COMMENTS

Workshop participants and submitters did not provide much comment on why they ranked the Tirohanga Hou in the order they did. Those that did comment noted the following:

- *A Fit for purpose education and training* was seen as key to increasing value and productivity in the sector.
- *Embracing the peaks and troughs of tourism demand* was seen as a key issue for many operators, and was considered important for supporting a sustainable, year-round workforce.
- There were suggestions that a *Tourism and Hospitality Accord* could act like a blueprint for other Tirohanga Hou, and an Accord was often considered closely linked to other Tirohanga Hou.
- A few noted that *Promoting a purpose-driven intergenerational mindset* could be more of a guiding principle, rather than a set implementable action.
- Although a *Public campaign to showcase better work* was generally ranked as the least important to prioritise, workshop participants and submitters explained that they did think a campaign was important to have overall, but that it should be implemented last, once other Tirohanga Hou had been addressed. As one submitter noted:

*A public campaign to showcase better work in the industry is very important especially once real progress has been achieved across the other Tirohanga Hou. (Tourism Industry Aotearoa, Industry Association)*

## Other comments

Some submitters and workshop participants provided additional or general comments relating to the draft Action Plan as a whole.

Some of these submitters and workshop participants considered that more detail and information about the draft Action Plan is needed. This included calls for greater clarity on governance arrangements of the Better Work Action Plan, as well as measures of what short-term and long-term success will look like. For instance, further detail may include examples and analysis of international best practice that compares wage levels or immigration reliance of other comparable destinations so that Aotearoa New Zealand can learn what best practice looks like.

*Whilst the draft Action Plan does set out many existing and future considerations for the tourism and hospitality industry, as a proposal there is insufficient detail to enable a thorough response. Ultimately, there are many more questions raised by the eight Tirohanga Hou set out in the Action Plan than there are solutions provided for consideration and comment. (Tourism Business).*

When providing additional comments, submitters and workshop participants also emphasised that having buy-in from tourism business owners and managers will be critical to the success and implementation of the Action Plan, particularly in regard to workforce development.

Furthermore, submitters stressed that thought should be given, and care taken, to ensure that the vehicles used to progress the work indicated in the draft Action Plan are as simple and as burden free as possible so that many businesses will freely choose to participate in implementation.

A range of other comments and suggestions were also made about the draft Action plan. These included:

- Submitters and workshop participants noted that it is crucial for SMEs to be engaged with prior to the final release of the Better Work Action Plan. They acknowledged that engagement may be difficult given the limited capacity of SMEs, but emphasised the importance nonetheless.
- A recommendation was made that a review of the relationship between Government reforms and the Better Work Action Plan should be undertaken to ensure any issues or conflicts are addressed prior to final release. This should include the Fair Pay Agreement changes and reference a wider set of strategic initiatives, such as Tourism Industry Aotearoa Tourism 2025 Strategic Growth Framework.
- Rebuilding trust in the sector in a post-COVID environment was seen as a critical factor to the success of the Better Work Action Plan.
- Some submitters noted that migrant and student labour are key resources for high-season periods and a few suggested that emphasis should be placed on attracting and appreciating migrant workers.

*We should not pretend that immigration/visa settings are unimportant. It is possible to design effective immigration settings that support Tourism without adversely affecting the livelihoods of domestic workers... (Hotel Council Aotearoa Association, Industry Association).*

- A few submitters noted concern that the draft Action Plan appeared to be skewed towards entry-level jobs and does not capture or cater to more specialist and senior roles in the workforce. They suggested that the Better Work Action Plan will need to be inclusive of all levels and types of work in the industry to ensure implementation covers the broad spectrum of tourism jobs.

*The ITP appears to have a strong focus on entry level roles and does not recognise the importance of supporting business owners/managers to be high performing with the skills to improve their businesses productivity and sustainability. (Regional Tourism New Zealand, Industry Association).*

- There were comments from submitters that the concept of regenerative tourism is not new, and that the draft Action Plan fails to celebrate the great regenerative work that is already occurring in the sector. They

suggested that the Action Plan should include a section that acknowledges the pre-COVID status of the industry.

- Submitters also critiqued that the draft Action Plan fails to address or acknowledge the fundamental issues of growth, infrastructure investment, and funding.
- Finally, comments from submitters and workshop participants raised concern with the proportionately low worker representation on the ITP Leadership Group.

# Appendix 1: List of submitters

Table 3 below outlines a list of all submitters who provided written submissions to the draft Action Plan Consultation. Note that for online submitters, it was not compulsory to provide a name in order to complete the online survey.

Table 3: List of submitters

Submitter ID	Submitter type	Name of organisation	Submission method
118098645104	Regional Tourism Organisation		Online survey
118098666753	Educational Institute		Online survey
118098681843	Individual		Online survey
118098758291	Tourism Business	Avant Culinary Consultants	Online survey
118099071898	Individual		Online survey
118099415881	Educational Institute	Lincoln University	Online survey
118099435398	Educational Institute		Online survey
118099440836	Other		Online survey
118099443084	Tourism Business	Aotea Gifts	Online survey
118099519204	Other		Online survey
118099892131	Educational Institute	International Travel College NZ	Online survey
118099896049	Tourism Business		Online survey
118099932254	Industry association		Online survey
118099942402	Educational Institute		Online survey
118100105351	Educational Institute		Online survey
118100177677	Individual		Online survey
118101327136	Tourism employee		Online survey
118102137080	Tourism employee		Online survey
118102164963	Other		Online survey
118102424609	Tourism Business		Online survey
118102762514	Educational Institute	Te Pūkenga	Online survey
118102819085	Tourism Business		Online survey
118102825651	Other		Online survey
118102899739	Individual		Online survey
118103464417	Individual		Online survey
118103638211	Tourism Business		Online survey
118104307581	Tourism employee		Online survey

Submitter ID	Submitter type	Name of organisation	Submission method
118104460809	Tourism Business	Sunlover Retreat	Online survey
118105730349	Tourism employee		Online survey
118106538160	Tourism Business		Online survey
118106583897	Tourism Business	Novotel Auckland Airport	Online survey
118106619456	Regional Tourism Organisation		Online survey
118107898523	Regional Tourism Organisation	Hokianga Tourism Association	Online survey
118107910128	Industry association	Holiday Parks New Zealand	Online survey
118108252085	Tourism employee		Online survey
118108281271	Tourism Business	Copthorne Hotel Rotorua	Online survey
118108337044	Tourism Business		Online survey
118108366649	Educational Institute	Toi Ohomai Institute of Technology	Online survey
118108494184	Individual		Online survey
118108540967	Tourism employee		Online survey
118108622919	Educational Institute		Online survey
118109138997	Tourism Business	ZORB	Online survey
118109375977	Tourism Business		Online survey
118109461096	Other		Online survey
118109494022	Tourism employee		Online survey
118110397725	Individual		Online survey
118110477704	Individual		Online survey
118110481932	Tourism employee		Online survey
118110652576	Union representative		Online survey
118111059955	Tourism employee		Online survey
118111407521	Tourism Business	Wellington Airport	Online survey
118111446302	Individual		Online survey
118112328510	Individual		Online survey
118112330768	Tourism Business	Hamilton City Council's Visitor Destinations	Online survey
118114245181	Tourism Business	Whale Watch Kaikoura Ltd	Online survey
118115070642	Other		Online survey
118115201948	Tourism Business		Online survey
118115309047	Tourism Business		Online survey
118117311598	Educational Institute	Otago Polytechnic	Online survey



Submitter ID	Submitter type	Name of organisation	Submission method
118117339711	Individual		Online survey
118117532994	Individual		Online survey
118119622623	Tourism employee		Online survey
118119740669	Tourism employee		Online survey
118119874177	Individual		Online survey
118120466871	Union representative		Online survey
118121205911	Tourism employee		Online survey
118121296683	Tourism Business	Mount Dobson Ski Area	Online survey
118121306359	Individual		Online survey
118121348807	Tourism employee		Online survey
118121393101	Tourism Business		Online survey
118121578454	Individual		Online survey
118122314333	Tourism employee		Online survey
118122957946	Tourism Business		Online survey
118123237695	Tourism Business	Golden Bay Kayaks	Online survey
118125496555	Tourism Business		Online survey
118125578153	Tourism Business	Hamilton City Council's Visitor Destinations	Online survey
118126491868	Tourism Business		Online survey
118126532440	Tourism Business	Trojan Holdings	Online survey
118126542713	Tourism Business		Online survey
118126550084	Individual		Online survey
0001	Tourism business	Airbnb	Email submission
0002	Tourism business	Auckland Airport	Email submission
0003	Tourism business	Queenstown Holiday Park Creeksyde	Email submission
0004	Tourism business	Millennium and Copthorne Hotels	Email submission
0005	Tourism business	Haka Tourism Group	Email submission
0006	Industry association	Backpacker Youth and Adventure Tourism Association (BYATA)	Email submission
0007	Industry association	Hotel Council Aotearoa Association	Email submission
0008	Other	Queenstown Lakes District Council	Email submission
0009	Educational institute	Tourism Educators Aotearoa New Zealand	Email submission
0010	Industry association	Hospitality NZ	Email submission
0011	Industry association	Restaurant Association	Email submission

Submitter ID	Submitter type	Name of organisation	Submission method
0012	Tourism business		Email submission
0013	Union representative	Raise the Bar Hospitality Union	Email submission
0015	Industry association	Tourism Industry Aotearoa	Email submission
0016	Industry association	Tourism Export Council	Email submission
0017	Regional Tourism Organisation	Great South	Email submission
0018	Regional Tourism Organisation	Queenstown NZ	Email submission
0019	Regional Tourism Organisation	Wellington NZ	Email submission
0020	Other	Central Otago District Council	Email submission
0021	Regional Tourism Organisation	Nelson Regional Development Agency	Email submission
0022	Regional Tourism Organisation	Rotorua NZ	Email submission
0023	Other	Nelson/Tasman Regional Skills Leadership Group	Email submission
0024	Regional Tourism Organisation	Lake Wanaka Tourism	Email submission
0025	Regional Tourism Organisation	Northland NZ	Email submission
0026	Industry Association	Regional Tourism New Zealand (RTNZ)	Email submission
0027	Industry association	Business Events Industry Aotearoa (BEIA)	Email submission