



COVERSHEET

Minister	Hon Peeni Henare	Portfolio	Tourism
Title of Cabinet paper	Tourism Industry Transformation Plan: final <i>Better Work Action Plan</i>	Date to be published	7 March 2023

List of documents that have been proactively released

Date	Title	Author
December 2022	Tourism Industry Transformation Plan: final <i>Better Work Action Plan</i>	Office of the Minister of Tourism
7 December 2022	Tourism Industry Transformation Plan: Release of final Better Work Action Plan DEV-22-MIN-0292 Minute	Cabinet Office

Information redacted

YES

Any information redacted in this document is redacted in accordance with MBIE's and MFAT's policy on Proactive Release and is labelled with the reason for redaction. This may include information that would be redacted if this information was requested under Official Information Act 1982. Where this is the case, the reasons for withholding information are listed below. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

Some information has been withheld for the reason of Confidential advice to Government.

In Confidence

Office of the Minister of Tourism

Cabinet Economic Development Committee

Tourism Industry Transformation Plan: final *Better Work Action Plan*

Proposal

- 1 This paper sets out the changes to the Tourism Industry Transformation Plan's (ITP) draft *Better Work Action Plan* (the Action Plan) following public consultation and seeks Cabinet agreement to the public release of the final Action Plan.
- 2 The Action Plan has been created in partnership with the tourism industry, unions/workers, government, and Māori through the Tourism ITP 'Better Work' Leadership Group (the Leadership Group).

Issue identification

- 3 There are systemic issues preventing a career in tourism from being perceived as attractive or aspirational, or even a viable option for many New Zealanders embarking on their working journey. However, the reality can be quite different. The Tourism ITP recognises that a number of things need to change for the tourism industry to attract the workforce needed to meet the expectations of visitors, both domestic and international, and provide a fulfilling career for those who choose tourism as their preferred vocation. This is why the first stage of the Tourism ITP has focussed on developing the Better Work Action Plan.

Relation to government priorities

- 4 There are eight ITPs underway across a range of sectors. ITPs are a key delivery mechanism for the Government's Industry Strategy, which aims to accelerate the transformation of certain sectors to support our economic strategy and priorities [DEV-20-MIN-0110 and DEV-19-MIN-0006 refer].
- 5 The recommended actions in the Action Plan align with the Government's Economic Plan of a high wage, low emissions economy that provides resilience in good times and bad.
- 6 The Action Plan does not sit in isolation. It builds on, and aligns with, other government workstreams including the Government's Employment Strategy and its seven supporting Employment Action Plans, the Innovation Programme for Tourism Recovery, the Reform of Vocational Education (including the formation of Regional Skills Leadership Groups, Workforce Development Councils and Te Pūkenga), the introduction of Fair Pay Agreements and the Immigration Rebalance. This Action Plan sits alongside and aims to amplify aspects of those workstreams in respect of the tourism workforce.

- 7 In March 2021, Cabinet agreed to the Government’s four priorities for the direction for tourism [DEV-21-MIN-0025 refers]. The Tourism ITP contributes directly to two of those priorities:
- 7.1 re-setting and rebuilding tourism on a sustainable model so the industry does not return to its pre-COVID operating model; and
 - 7.2 partnering with the industry, both businesses and workers, to achieve transformation.

Executive summary

- 8 The Tourism ITP aims to transform tourism in Aotearoa New Zealand towards a regenerative model – one that gives back more than it takes from people, communities, and the environment. The first phase of the Tourism ITP has focused on enabling ‘Better Work’ for people in the tourism industry and addressing the systemic issues in the tourism workforce. The second phase is centred on the relationship between the tourism industry and the natural environment.
- 9 On 8 August 2022 (as part of the first phase of the Tourism ITP), Cabinet agreed to release the draft Better Work Action Plan for public consultation [DEV-22-MIN-0173 refers]. The draft Action Plan consulted on eight proposals to create a better outlook for the tourism workforce. These eight proposals are referred to in the Action Plan as Tirohanga Hou, which means a new outlook and way of viewing or thinking.
- 10 After considering feedback from consultation and the Leadership Group, the initial eight proposals/Tirohanga Hou were consolidated into six and are all underpinned by specific recommended actions designed to achieve the outcomes sought. The six proposals/Tirohanga Hou are now:
- 10.1 recognising quality employers and improving employment standards and practices;
 - 10.2 fit-for purpose education and training;
 - 10.3 embrace the flux, enable the flex;
 - 10.4 improving cultural competency and ensuring authentic storytelling;
 - 10.5 lifting technology uptake and innovation to support better work; and
 - 10.6 showcasing the great – pathways and people in tourism.
- 11 I am seeking Cabinet agreement to the final Action Plan and its public release. I had previously indicated to Cabinet that the release would be in November 2022. However, as this is in the lead up to the tourism industry’s peak summer period, I have decided that releasing it early in 2023 will have a greater impact. My officials are preparing advice on options to launch the Action Plan that would provide the best results.
- 12 Implementation for all recommended actions under the proposals/Tirohanga Hou will follow Cabinet’s approval of the final Action Plan, with the exact timing subject to

available resources and implementation partners. Initial planning for some recommended actions has begun, including towards the establishment of the Tourism and Hospitality Accord (the Accord), which the Leadership Group and I have identified as a priority.

Background

- 13 A driving principle of ITPs is partnership. Like all ITPs, the Leadership Group is made up of representatives from industry, unions/workers, government and Māori. It has a tripartite co-chair structure, with one co-chair from the industry (Gráinne Troute, Chair of Tourism Industry Aotearoa), unions (John Crocker, National Secretary of Unite Union) and government (Heather Kirkham, General Manager Tourism, Ministry of Business, Innovation and Employment (MBIE)).

Consultation on the Draft Better Work Action Plan is now complete

- 14 On 8 August 2022, Cabinet agreed to release the draft Action Plan for public consultation [DEV-22-MIN-0173 refers]. The draft Action Plan sought feedback on eight proposals/Tirohanga Hou to drive a better tourism workforce.
- 15 Public consultation on the Action Plan ran from 10 August 2022 until mid-September 2022. A total of 26 written email submissions were received, along with 80 online survey responses. Five online and nine in-person workshops were held with a total of 108 participants. Feedback was received from a wide range of tourism businesses, individuals, educational institutions, Regional Tourism Organisations, industry associations, employees and union representatives.
- 16 Proportionally, less feedback was received from employees in the industry compared to business owners. To address this, an extra push was made through unions towards the end of the period, which did increase employee engagement. Employees who did engage during the consultation phase provided highly constructive feedback.

Tourism and Hospitality workforce survey

- 17 The Leadership Group commissioned Dr David Williamson, Senior Lecturer at the School of Hospitality and Tourism, Auckland University of Technology, to conduct a Tourism and Hospitality workforce survey (Survey). The purpose of the Survey was to gather qualitative and quantitative insights into the current state of the tourism and hospitality industries. It built on a previous survey led by Dr Williamson in 2020 on hospitality only (*Voices from the Frontline*), and went to a wider range of tourism workers and had a greater range of questions. The Survey received over 900 responses, ranging from entry-level frontline workers right up to senior managers.
- 18 I have been provided with a full report on the outcomes of the Survey. Of note, in response to the question ‘What changes would make tourism and hospitality a better place to work for you?’ 33 per cent of respondents said ‘better pay and conditions’, 8 per cent said ‘more regular hours’, 8 per cent said ‘more staff’ and 8 per cent said ‘better management’. The Survey has informed the final Action Plan. In particular, the findings reinforce the rationale for the Accord, in that it will directly address the key issues raised.

Analysis

Final Better Work Action Plan

19 The key changes made to the Action Plan following consultation are below.

19.1 Eight proposals/Tirohanga Hou have been consolidated into the following six:

19.1.1 Recognising quality employers and improving employment standards and practices

The establishment of a Tourism and Hospitality Accord will enable both workers and consumers to identify businesses that meet a set of voluntary standards to ensure employees receive decent pay, appropriate training and career progression, and enjoy a safe and supportive work environment. The Accord aims to ‘lift the middle’, create a positive movement and lead directly to better work outcomes that benefit employees and employers.

19.1.2 Fit-for-purpose education and training

There are a number of priority areas to improve the education and training system and make it more fit for purpose for the current and future tourism industry. A stronger channel of communication between the industry itself and the education ecosystem will support this outcome. These changes will help equip the tourism workforce to meet the demands of a rapidly evolving industry and help deliver a regenerative tourism system.

19.1.3 Embrace the flux, enable the flex

The seasonality of tourism demand leads to fluctuations in the availability of work, across seasons, weeks and days. This can be beneficial and desirable for many as it allows flexibility and diversity of work, but for some, fluctuation impacts the perception of the industry as a viable career path. There is an opportunity to support entities to collaborate with each other (within and across sectors), and work with the industry's seasonality to retain and attract more people to work in the industry.

19.1.4 Improving cultural competency and ensuring authentic storytelling

Improving cultural competency will enable organisations to tell more authentic stories. It will build a workplace culture for employees where their cultural values (including te ao Māori values and other cultures) are understood and respected in order to build more diverse and inclusive workplaces in the longer term.

19.1.5 Lifting technology uptake and innovation to support better work

Innovation and the adoption of technology are key to lifting productivity, offering better work, and enhancing the value of the

tourism offering. Key to this is innovation and the adoption of technology. There are a range of opportunities to increase adoption of technology across the industry, to boost business efficiencies and/or lead to better work, as well as to stimulate more innovation.

19.1.6 Showcasing the great – Pathways and People in tourism

While most of the Action Plan focuses on delivering change, there are numerous positive stories already of people with fulfilling careers in tourism and good employers. Showcasing and celebrating the diverse potential career pathways, points of entry for careers in tourism, the variety the industry has to offer, and positive employee and business experiences through public campaigns and engagement, will help attract more workers to the industry.

19.2 The wording of the proposals/Tirohanga Hou have been reframed to represent system level objectives. Each has a set of specific, actionable recommendations to achieve the objective.

19.3 The proposal/Tirohanga Hou: *Lifting technology uptake and innovation to support better work* has significantly expanded and now includes recommended actions to encourage utilisation of tools and resources for employers, which was previously a separate proposal/Tirohanga Hou. It also includes workshops to promote innovative business models, which will be key to moving to a purpose-led, intergenerational mindset (a proposal/Tirohanga Hou removed since the draft Action Plan).

19.4 Tourism encompasses a number of sub-sectors, including hospitality. Hospitality represents a large proportion of the tourism workforce and when it comes to the workforce, tourism operators and hospitality businesses share many characteristics. Consequently, there are three hospitality representatives on the Leadership Group. For the avoidance of doubt, the final Action Plan explicitly includes hospitality in the proposals and recommended actions.

20 The recommended actions under each proposal/Tirohanga Hou are set out in the table at **Appendix One** and further detail is contained in **Appendix Two – Better Work Action Plan**. The recommended actions reflect feedback received through consultation.

Implementation

21 The Action Plan includes an indicative implementation plan (see Appendix One of the Action Plan in **Appendix Two**). This is subject to Cabinet approval, as well as Budget 2023 decisions (where delivery includes government activity). Some action has begun in relation to:

21.1 **Establish a Tourism and Hospitality Accord** (Recommendation One supporting *Recognising quality employers and improving employment standards and practices*): A Steering Group has been established to oversee the design and delivery of the Accord. See paragraphs 22 to 24 for further information.

- 21.2 **Stronger partnership between key peak tourism industry bodies and Ringa Hora; and design/develop a new tourism qualification(s)** (Recommendations Two and Three supporting *Fit-for-purpose education and training*): Ringa Hora is currently developing their model for engaging with industries (including the tourism industry), and mapping out current tourism qualifications to identify gaps or overlaps and linkages with other industries. This work is part of the Reform of Vocational Education.
- 21.3 **Conduct a tourism conservation employee-sharing pilot capturing the benefits of the Jobs for Nature (J4N) programme** (Recommendation Four supporting *Embrace the flux, enable the flex*): As part of the COVID-19 economic recovery package, the J4N programme was designed to provide nature-based employment for affected communities and industries. In South Westland, this project saw tourism workers being redeployed to perform a variety of conservation work across the region. An independent outcomes assessment of the South Westland project has been commissioned to determine whether the model could be useful on an ongoing basis for the tourism industry to provide employment off-peak and contribute to a stable workforce.
- 21.4 **Develop Digital Boost tourism and hospitality content** (Recommendation eight supporting *Lifting technology uptake and innovation to support better work*): Digital Boost¹ are developing new, tourism-specific video content through a series of ‘real world stories’ showcasing examples of technology use in the tourism industry and ‘how to’ videos. The videos will build further knowledge, skills, confidence and trust in technology, supporting greater uptake. This tranche of videos is being funded out of Digital Boost’s current budget and will be released in the first half of 2023.

Implementation of the Accord

- 22 The Leadership Group and I have identified the Accord as a priority. The Accord is directly targeted at lifting employment standards and its profile may help to attract more workers to the industry. It is a tangible proposal that has generated strong support throughout the ITP process and that extends back to a Workforce Wananga held in November 2021. It also underpins/reinforces other proposals/Tirohanga Hou, for example, it will provide evidence to back *Showcasing the great – pathways and people in tourism* and encourage businesses to lean in to *Fit-for-purpose education and training*.
- 23 In order to develop the design and delivery model for the Accord, a Steering Group has been established. It is made up of members of the Leadership Group and maintains the same mix of representation.
- 24 The Steering Group meet monthly to progress the Accord and will make recommendations to the Leadership Group. I will be kept informed of progress and will approve all material decisions. The Steering Group has already met twice, with the aim of testing a beta version during low season 2023 and launch by the third quarter in 2023, in time for summer recruitment.

¹ Digital Boost is a free, video-based, learn in your own time website that aims to support small businesses across Aotearoa who are looking to digitise their business.

Consideration will be given to existing legislation, particularly Fair Pay Agreements and other accreditation programmes

- 25 I expect that the Steering Group will consider the progression of any Fair Pay Agreement (FPA) in the hospitality and/or tourism sectors as well as other existing accreditation programmes.
- 26 The Fair Pay Agreements Act 2022 (the Act) recently received royal assent and will come into force on 1 December 2022. This Act will provide for collective bargaining for fair pay agreements across entire industries or occupations, which will result in new minimum employment standards in the relevant industry or occupation. I am aware that a hospitality union group is currently seeking support from workers to begin the bargaining process for an FPA.
- 27 The Accord differs from FPAs as it is a voluntary accreditation scheme and open to any business that self-identifies as belonging to tourism or hospitality. The Accord aims to help good businesses lift the bar across a number of employment dimensions and is not about setting or meeting minimum legal standards.
- 28 There are already several accreditation programmes that operate within the tourism and hospitality sectors, such as Qualmark (which certifies quality travel experience in New Zealand), HospoCred (voluntary employer accreditation programme on meeting and exceeding employment standards) and cross-sectoral accreditations, such as Kāhui Tū Kaha (rainbow tick accreditation for diversity and inclusion).
- 29 The Accord differs from these existing accreditation programs, as it will provide a platform that recognises ‘good’ employers who strive to create positive working conditions for their staff across a range of dimensions, over and above minimum standards. Its tripartite nature means that it will have credibility amongst both businesses and workers.

Current economic landscape

- 30 The tourism industry, as with many parts of the economy, is currently experiencing labour shortages, which is making it challenging for businesses to provide the usual level of service to visitors. This may compound as the number of overseas visitor arrivals increases, annual arrivals into New Zealand exceeding one million in the year ending August 2022². The industry has historically relied on migrant workers (up to 30 per cent of the workforce) and was particularly impacted by the closed border.
- 31 While the Immigration Rebalance should help to shift the industry away from this reliance over time, measures have been taken to recognise the adjustment this will take. This includes border exemptions granted for skilled ski workers, and transitional arrangements to allow for specified tourism and hospitality roles to be recruited on Accredited Employer Work Visas below the median wage until April 2023.
- 32 I recognise that these are particularly challenging times for the tourism industry as it recovers from the last two years of losses caused by COVID-19. The Action Plan deliberately takes a strategic long-term focus on addressing the underlying systemic issues in the industry, rather than aiming to address or relieve the immediate labour

² Stats NZ. (October 2022). *Annual arrivals exceed 1 million*. <https://www.stats.govt.nz/news/annual-arrivals-exceed-1-million/>

shortage issues. This long-term focus is expected to help the industry recover, become more resilient, and ensure that those issues that have existed in the tourism workforce well before COVID-19 are addressed, rather than enabling a reversion back to previous practices.

Financial Implications

- 33 Funding for the Tourism ITP (\$10 million) was included in the Tourism Communities: Support, Recovery and Re-set Plan. This has funded the development of the ‘Better Work’ phase of the ITP.
- 34 The remainder of the funding will be used for the next phases of the Tourism ITP (the Environment phase has just commenced) and contribute towards the implementation of the Accord.
- 35 Confidential advice to Government

Legislative Implications

- 36 There are no legislative implications in approving the final Action Plan.

Impact Analysis

Regulatory Impact Statement

- 37 As there are no regulatory changes proposed in this paper, a Regulatory Impact Statement is not required.

Climate Implications of Policy Assessment

- 38 The proposals/Tirohanga Hou in the Action Plan are designed to support the tourism industry to transform to a more regenerative model. The second phase of the Tourism ITP, focused on the environment, has just been launched, and will address issues relating to climate change adaptation and mitigation, along with other topics as they relate to a regenerative tourism model.

Population Implications

- 39 The proposals/Tirohanga Hou in the Action Plan are designed to create better work (including increasing job security and financial wellbeing). All population groups should benefit from the implementation of the Action Plan, with specific proposals/Tirohanga Hou benefitting different population groups more. Intersectionality occurs between population groups (e.g. older workers who are also female, young Māori workers, etc), which has potential to amplify the overall benefits to different population groups.

Population group	How the proposal may affect this group
Māori	Māori are over-represented in roles that require lower qualifications, and offer lower pay, fewer advancement opportunities and less job security ³ . MBIE

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	<p>modelling estimates that Māori represent approximately 13 per cent of total wage earners and 15 per cent of total minimum wage earners⁴. As of June 2022, Māori made up 16 per cent of the tourism workforce⁵. The Action Plan will address some of the drivers for poor pay and conditions in tourism that are affecting Māori working in the sector. The Accord is one of the key recommended actions that aims to lift employee working conditions (including pay) in the tourism and hospitality sectors.</p> <p>The proposal/Tirohanga Hou: <i>Improve cultural competency and ensure authentic storytelling</i> aims to increase understanding of Aotearoa history in tourism operators. While this will increase cultural competency and improve experiences for Māori working in the sector, care and awareness need to be taken to guard against the appropriation of stories and history without considering or acknowledging their historical or cultural significance.</p>
Women	<p>As of June 2022, women make up 54 per cent of the tourism workforce⁴. Given tourism sees a higher proportion of roles at lower wage levels, the proposals/Tirohanga Hou aim to improve the financial wellbeing for women.</p> <p>Women are also estimated to have a greater seasonal pattern in tourism employment than men (up to a 17 per cent differential in June 2020, compared to a 7 per cent differential for men⁶). During COVID-19, women initially experienced larger increases in underutilisation, unemployment and exits from the labour market than men. Statistics New Zealand observed that between June 2019 and June 2020, the number of women employed in tourism-related industries dropped by 8.4 percent (11,300 fewer women), while men’s employment increased slightly⁷.</p> <p>The proposals/Tirohanga Hou aims to lift outcomes for all workers, and women should benefit from the actions on seasonal employment, which aims to increase job security.</p>
Ethnic communities	<p>Data on tourism workers from ethnic communities (Middle Eastern, Latin American, African, Asian and Continental European) is limited. However, we believe that a portion of these ethnic communities will be represented in figures for migrants. In the first quarter of 2022, migrants represented an estimated 16 per cent of tourism and hospitality employment⁴. This is higher than the estimated average of all employment at 12 per cent⁴. This is in comparison to pre-COVID-19 figures that throughout 2019 on average, migrants represented an estimated 22 per cent of tourism and hospitality employment⁸.</p> <p>As a package, the proposals aim to improve work in the tourism industry (including pay and conditions), which should have a positive impact on migrants and our ethnic communities working in the sector. In particular, <i>Improving culture competence and ensuring authentic storytelling</i> aims to build cultural competency in the workforce, a cultural connection to an employee’s work as well as build more diverse and inclusive workplaces for all cultures in the longer term.</p>
Pacific	<p>As of June 2022, around 5 per cent of the tourism workforce was estimated to be</p>

³ Ministry of Business, Innovation and Employment. (February 2022). *The Māori Employment Action Plan*.

<https://www.mbie.govt.nz/dmsdocument/18759-te-mahere-whai-mahi-maori-maori-employment-action-plan-english>

⁴ Estimate created using data sourced from Stats NZ (June 2022) *Household Labour Force Survey*; and Stats NZ (2021) *Tourism Satellite Account*.

⁵ This figure is an estimate of the proportion of Māori working in accommodation and food services as a proxy for the wider tourism industry. The estimate was created using data sourced from Stats NZ (June 2022) *Household Labour Force Survey*; and Stats NZ (2021) *Tourism Satellite Account*.

⁶ Stats NZ. (June 2021 quarter estimates). *Household Labour Force Survey*. <https://www.stats.govt.nz/information-releases/labour-market-statistics-june-2021-quarter>

⁷ Stats NZ. (August 2020). *Fewer women working in tourism industries*. <https://www.stats.govt.nz/news/fewer-women-working-in-tourism-industries>

⁸ Estimate created using data sourced from MBIE, *Migration Data Explorer* https://mbienz.shinyapps.io/migration_data_explorer/ and tourism product ratios from the Stats NZ (2021) *Tourism Satellite Account*.

peoples	<p>Pacific peoples⁹. There is an opportunity to increase the number of Pacific peoples finding meaningful and secure employment in tourism. Related to the proposal/Tirohanga Hou: <i>Fit-for purpose education and training</i>, Ringa Hora (Services Workforce Development Council) aims to create a system which focuses on under-served learners, including Pasifika learners. <i>Improving cultural competency and ensuring authentic storytelling</i> will also support Pacific people in the workforce.</p> <p>This year, the Ministry for Pacific Peoples launched the Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan and Pacific Employment Action Plan, both of which have strong alignments with this work.</p>
Older workers	<p>As of June 2022, 55–64 year-olds made up 14 per cent of the tourism sector, and 65+ year-olds made up 7 per cent of the sector⁴. The Leadership Group want to ensure older workers can work in tourism (either as a re-entry, or a first-time worker in tourism), given tourism’s connection to storytelling and the lifestyle it can offer. This desire aligns well with specific actions outlined in the Older Workers Employment Action Plan, including actively engaging with older workers to help them identify opportunities within the tourism industry that either meet their existing skills sets and needs, or for which they can retrain; supporting employers to hire, develop and retain older workers; and working with tourism to identify workforce gaps that older workers could fill given the right support, training or encouragement.</p> <p>Having <i>Fit-for-purpose education and training</i> will support the tourism sector to engage with the education system and to design or adapt existing tourism qualifications (including micro-credentials). This will assist older workers looking to enter or re-enter the tourism industry and undertaking training or education as necessary.</p>
Younger workers	<p>Tourism has a high proportion of younger workers. As of June 2022, 27 per cent of employees that work in tourism were under the age of 25, and almost half (48 per cent) of employees were under the age of 35⁴. The package of proposals/Tirohanga Hou will aim to provide better experiences of working in the tourism industry, one that young workers are prominent in and are often the focus of attraction initiatives into the sector.</p>

Human Rights

40 There are no specific human rights implications arising from this paper.

Consultation

- 41 The Leadership Group, made up of representatives across the tourism industry, unions, government, workers and Māori, have co-created the Action Plan. Government agencies have been actively involved in the creation of the Action Plan and it has been publicly consulted on.
- 42 Other agencies that have been consulted on the Action Plan and Cabinet paper include: the Ministry for Women, Office for Seniors, Ministry for Pacific Peoples, Ministry for Ethnic Communities, Department of Conservation, Ministry of Education, Tertiary Education Commission, and official leads of other ITPs (including Ministry for Primary Industries).

⁹ This figure is an estimate of the proportion of Pacific Peoples working in accommodation and food services as a proxy for the wider tourism industry. The estimate was created using data sourced from Stats NZ (June 2022) *Household Labour Force Survey*; and Stats NZ (2021) *Tourism Satellite Account*.

Communications

- 43 Subject to Cabinet's approval, the final Action Plan will be launched publicly, anticipated to be in early 2023.

Proactive Release

- 44 I intend to release this Cabinet paper proactively when the final Action Plan is launched, subject to any redactions under the Official Information Act 1982 as appropriate.

Recommendations

The Minister for Tourism recommends that the Committee:

Background


- 1 **Note** that the Tourism Industry Transformation Plan is taking a phased approach, with Phase One focused on enabling 'Better Work' for people working in the industry, and Phase Two looking at the environment.
- 2 **Note** that the *Better Work Action Plan* was released for public consultation and has been amended to take into account feedback from consultation, survey results and the Tourism Industry Transformation Plan Leadership Group.

Final Better Work Action Plan

- 3 **Note** that the six proposals/Tirohanga Hou to address key challenges in the tourism industry in the final *Better Work Action Plan* are:
- 3.1 recognising quality employers and improving employment standards and practices;
 - 3.2 fit-for-purpose education and training;
 - 3.3 embrace the flux, enable the flex;
 - 3.4 improving cultural competency and ensuring authentic storytelling;
 - 3.5 lifting technology uptake and innovation to support better work; and
 - 3.6 showcasing the great – pathways and people in tourism.
- 4 **Approve** the final *Better Work Action Plan* (**Appendix Two**).
- 5 **Agree** that the Minister of Tourism will work with relevant stakeholders to progress plans to launch the final *Better Work Action Plan* in early 2023, or such other date as determined by the Minister of Tourism.
- 6 **Agree** that the Minister of Tourism may make minor or technical amendments to the final *Better Work Action Plan* prior to its release.

Implementation

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- 7 **Note** that the establishment of a Tourism and Hospitality Accord has been identified as a priority for implementation.
- 8 **Note** that implementation of all recommended actions in the final Action Plan will require funding from partners and Government, Confidential advice to Government

- 9 **Note** that the Minister of Tourism will provide Cabinet with an update on the progress of implementation in mid-2023, when Cabinet decisions will likely be sought for the Environment phase of the Tourism Industry Transformation Plan.

Authorised for lodgement

Hon Stuart Nash

Minister of Tourism

Appendix One: Summary of the final proposals/Tirohanga Hou and recommended actions

Final proposals/Tirohanga Hou	Recommended actions
Recognising quality employers and improving employment standards and practices	Recommendation 1: Establish a Tourism and Hospitality Accord
Fit-for-purpose education and training	Recommendation 2: Partnership between industry peak bodies and Ringa Hora Recommendation 3: Design/develop a new tourism qualification(s)
Embrace the flux, enable the flex	Recommendation 4: Conduct a tourism conservation employee-sharing pilot building on the benefits of the Jobs for Nature programme Recommendation 5: Undertake a systems analysis of barriers to employee-sharing models of work Recommendation 6: Explore options for clearer long-term immigration settings
Improving cultural competency and ensuring authentic storytelling	Recommendation 7: Pilot programme to develop resources
Lifting technology uptake and innovation to support Better Work	Recommendation 8: Develop Digital Boost tourism and hospitality content Recommendation 9: Expos/trade shows to showcase existing and emerging technologies to the tourism industry Recommendation 10: Encourage more utilisation of business support tools and resources Recommendation 11: Accelerator programme for innovation in tourism Recommendation 12: Innovation in tourism business models, to support purpose-led, and intergenerational objectives
Showcasing the great – pathways and people in tourism	Recommendation 13: A public campaign to showcase Better Work Recommendation 14: Build on the success of Go with Tourism