



## COVERSHEET

<b>Minister</b>	Hon Stuart Nash	<b>Portfolio</b>	Tourism
<b>Title of Cabinet paper</b>	Tourism Industry Transformation Plan: Release of the Draft Better Work Action Plan.	<b>Date to be published</b>	7 September 2022

### List of documents that have been proactively released

<b>Date</b>	<b>Title</b>	<b>Author</b>
August 2022	Tourism Industry Transformation Plan: Release of the Draft Better Work Action Plan.	Office of the Minister of Tourism
3 August 2022	Tourism Industry Transformation Plan: Release of the Draft Better Work Action Plan DEV-22-MIN-0173 Minute	Cabinet Office

### Information redacted

**No**

Any information redacted in this document is redacted in accordance with MBIE'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.

## In Confidence

Office of the Minister of Tourism

Cabinet Economic Development Committee

## Tourism Industry Transformation Plan: release of the draft *Better Work Action Plan*

### Proposal

- 1 This paper seeks agreement to release the Tourism Industry Transformation Plan (ITP) first phase of work, the draft *Better Work Action Plan* (the draft Action Plan), for public consultation. The draft Action Plan has been created in partnership between the tourism industry, unions, government, workers and Māori through the Tourism ITP Leadership Group (the Leadership Group). I plan to release the draft as soon as possible after consideration by Cabinet.

### Issue identification

- 2 There are systematic issues preventing a career in tourism from being perceived as attractive or aspirational, or even a viable option for many kiwis embarking on their working journey. This is despite the fact that the reality can be quite different. The ITP working group recognises that a number of things need to change if this sector of the economy is going to attract the workforce needed to meet, let alone exceed, the expectations of both domestic and international tourists, and provide a fulfilling career for those who choose tourism as their preferred vocation. This is why, in the first stage of the Tourism ITP, a *Better Work Action Plan* has been developed.

### Relation to government priorities

- 3 There are eight ITPs underway across government. ITPs are a key delivery mechanism for the Government's refreshed 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].
- 4 The actions in the draft Action Plan align with the Government's economic strategy of a high wage, low emissions, productive, sustainable and inclusive economy as we build back better.
- 5 The draft 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 draft Action Plan sits alongside, and aims to enable amplify aspects of those workstreams, with a particular focus on the tourism workforce.

- 6 In March 2021, Cabinet agreed to the Government’s four priorities for the direction for tourism [DEV-21-MIN-0025]. Two of those priorities align specifically with the Tourism ITP, including:
- 6.1 re-setting and rebuilding tourism on a sustainable model so the industry does not return to its pre-COVID operating model, and
  - 6.2 partnering with the industry, both businesses and workers, to achieve transformation.

## Executive Summary

- 7 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.
- 8 A driving principle of ITPs is partnership. The Leadership Group (made up of representatives from the tourism industry, unions, government, workers and Māori) has prepared a draft Action Plan which outlines a series of He Tirohanga Hou (new outlook and ways of viewing or thinking) to support the industry’s transformation.
- 9 Central to the draft Action Plan is the establishment of a Tourism and Hospitality Accord (the Accord), which would set voluntary employment standards for businesses. Other Tirohanga Hou include a campaign to showcase meaningful work in the industry, embracing seasonality to enable upskilling and continuous employment (for example through employee sharing), promoting tools and resources for small and medium sized tourism enterprises, and continue to refine the education and training system to ensure it is fit for purpose. Building cultural competency in the workforce, enabling better work through technology and innovation, and promoting a purpose driven, intergeneration mindset in the industry are also key components of the draft Action Plan. A summary of all eight Tirohanga Hou is provided in **Appendix One**.
- 10 I am seeking agreement to release the draft Action Plan for public consultation over five weeks in August - September 2022. Feedback received during consultation will be used to refine and prioritise the actions. I intend for the final Action Plan be considered by Cabinet in October 2022, with public release in November 2022.

## Background

- 11 Tourism was selected for an ITP because of its significance to Aotearoa New Zealand’s economy, and the impacts of COVID-19 provided an opportunity to pause, take stock, and rebuild a regenerative tourism system. Funding for the development of the Tourism ITP (\$10 million) was included in the 2021 Tourism Communities: Support, Recovery and Re-set Plan [DEV-21-MIN-0067 and CAB-21-MIN-0111].

## ***Overarching goal of regenerative tourism***

- 12 The overarching objective of the Tourism ITP is to contribute to the building of a regenerative tourism system. A regenerative tourism system is one that leaves people, communities, and the environment better than before, and can be understood as an extension of sustainability.

- 13 Regeneration occurs in systems that are healthy, thriving, and self-healing, in contrast to systems that continuously degrade and become more vulnerable to shocks as a result. Due to these qualities, a regenerative tourism system will inherently be more resilient.

***The Tourism ITP is taking a phased approach***

- 14 Over the last few decades, the issues identified relating to tourism in Aotearoa New Zealand have been the subject of extensive analysis and consultation. This has resulted in a valuable body of existing work, including:
- 14.1 The New Zealand-Aotearoa Government Tourism Strategy (Ministry of Business, Innovation & Employment and Department of Conservation, 2019).
  - 14.2 The Tourism 2025 and Beyond Strategy (Tourism Industry Aotearoa, 2019).
  - 14.3 We are Aotearoa report (Tourism Futures Taskforce, 2021).
  - 14.4 Parliamentary Commissioner for the Environment reports on the environmental impacts of tourism (2019, 2021).
- 15 Given this existing body of work, the Tourism ITP has taken the opportunity to focus collaborative energy on targeted actions required to deliver systemic change, rather than producing another stocktake of issues and challenges for the industry. This differs from the approach taken in many of the other ITPs, which has been to develop one action plan addressing a multitude of challenges and opportunities facing their industry.

***The Tourism ITP has initially been focused on enabling ‘Better Work’ for the tourism industry***

- 16 The ITP has initially been focused on enabling ‘Better Work’ for the tourism industry. To make any transformational shifts in the tourism system, we must look at the foundation of the system – people. Investment in those who work in tourism is fundamental to the achievement of other transformational shifts.
- 17 The second phase of the ITP will be focused on the environmental challenges and opportunities for the tourism system and is currently being scoped by the Ministry of Business, Innovation & Employment (MBIE) in consultation with key agencies and industry stakeholders.

***Partnership is crucial for the success of the Tourism ITP***

- 18 The Leadership Group for the Better Work phase has been co-Chaired by Gráinne Troute (Chair of Tourism Industry Aotearoa), John Crocker (National Secretary of Unite Union) and Heather Kirkham (General Manager of MBIE Tourism) and includes 14 other members.
- 19 There is also an ITP Working Group (the Working Group), which consists of representatives from a range of government agencies and organisations who support the development of the Tourism ITP, ensuring alignment and avoiding duplication

across their own work programmes. The Working Group includes representation from the MBIE secretariat that is supporting the Regional Skills Leadership Groups, MBIE Employment, Skills and Immigration Policy, Immigration New Zealand, MBIE Kānoa (Regional Economic Development), MBIE Evidence and Insights, Department of Conservation, The Treasury, Te Puni Kokiri, Ministry of Social Development, Ministry of Education, Ringa Hora (Services) Workforce Development Council, Tourism New Zealand, Employment New Zealand and Tourism Industry Aotearoa (the peak tourism industry association).

- 20 The ITP process to date has illustrated that the tourism industry is comprised of many creative, dynamic, forward-thinkers who genuinely want to do good by their employees and communities, by visitors and by the environment, and that effective collaboration across the industry is both possible and impactful.

## Analysis

### ***Context for Cabinet's consideration***

- 21 Over eight months, the Leadership Group has developed the draft Action Plan, contained in **Appendix Two**. The draft Action Plan is owned by all members of the Leadership Group – our role as Cabinet members is to authorise and endorse the draft Action Plan for public consultation. I have provided the Tourism ITP Leadership Group with a broad mandate, encouraged their ambition, and seek to honour the partnership principle at the heart of the ITP programme.
- 22 I am encouraged by the strong collaboration between the Tourism ITP's partners to date. Their conversations have been robust, and they have engaged directly with the most challenging and long-standing issues facing the industry's workforce. Initial consultations with Tourism Industry Aotearoa indicate the draft Action Plan strikes the right balance between being "sufficiently ambitious without being unrealistic, and delivered well should help to transform the tourism workforce".

### *There are four challenges to address*

- 23 The draft Action Plan outlines the key challenges facing the tourism industry and proposes actions which aim to addresses these challenges, while also outlining a desired future. The key problems, identified by the Leadership Group include:
- 23.1 **Demand fluctuations:** due to the seasonal nature of tourism , demand for tourism employees fluctuates through the year, weeks, days and between regions, meaning employees can lack job security and are sometimes underutilised or overworked.
- 23.2 **Pay and conditions:** low pay and poor conditions can be a barrier to attracting and retaining people to work in tourism. Sometimes pay and conditions are not compliant with minimum legal standards.
- 23.3 **Firm maturity and scale:** due to the industry being composed of mostly small and medium sized enterprises, some tourism businesses lack the scale, systems and capacity to effectively manage human resources and have low levels of investment in workers' training and development.

- 23.4 **Current and future skills gap:** tourism struggles to attract and retain people with the skills the industry needs, particularly from the domestic workforce, and does not sufficiently invest in training for both current and future needs.
- 24 These problems all contribute to poor perceptions of work in the industry – roles are often viewed as casual, low-skilled, low-paid and not secure, with poor development opportunities and progression pathways. Taking steps to address these underlying problems should help to improve perceptions of working in tourism.

*The Leadership Group have proposed eight new pathways in the draft Action Plan*

- 25 In response to the key problems, the Leadership Group is proposing eight Tirohanga Hou for transformation under the draft Action Plan. The Tirohanga Hou translates to a new outlook and ways of viewing or thinking. The use of the term Tirohanga Hou in the draft Action Plan represents each of the eight ideas we have come up with to have a better outlook for the tourism workforce.
- 26 The Tirohanga Hou proposed by the Leadership Group (summary provided in **Appendix One**) include:
- 26.1 the establishment of a Tourism and Hospitality Accord (the Accord), which would set voluntary employment standards for businesses and drive transparency and awareness of workplace practices and standards
  - 26.2 promoting a purpose-driven, intergenerational mindset in the industry to drive better outcomes for the industry and employees
  - 26.3 enabling better work through innovation and technology
  - 26.4 building cultural competency in the workforce to better represent Aotearoa New Zealand’s rich culture
  - 26.5 embracing the peaks and troughs of tourism demand to enable upskilling and continuous employment (for example through employee sharing)
  - 26.6 ensuring the education and training system is fit for purpose
  - 26.7 ensuring tools and resources for small and medium sized tourism enterprises are available and effective
  - 26.8 a public campaign to showcase ‘better work’ in the industry
- 27 A risk that will require careful management during the consultation phase is the acute short-term labour shortages now being experienced across the industry, and the fact that the ITP, by virtue of its more strategic long-term focus, does not set out to address these short-term shortages. I recognise that some in the industry may not appreciate or may be frustrated by this nuance. The risk will be managed through careful messaging that puts the ITP in context and highlights the fact that while the immediate shortages are a problem, it is only by addressing the underlying systemic issues that have existed in tourism workforce for decades that we will help the industry recover on a more sustainable basis.

28 The Action Plan also refers to the Immigration Rebalance but makes clear that it is a separate process being led by the Minister of Immigration. The two processes share strategic aims, in helping the sector move towards more stable, sustainable employment practices and away from a previously high reliance on temporary migrants. The sector agreement for ski and adventure roles within the Immigration Rebalance recognises the seasonal nature of some roles and provides these roles longer to adjust to the median wage threshold.

**Public Consultations Proposal**

29 The Leadership Group plans to release the draft Action Plan as soon as possible after consideration by Cabinet. I propose they undertake five weeks of public consultation. This could commence as soon as mid-August 2022.

30 The Leadership Group plans to host approximately 10-15 workshops across the country, as well as some online webinars. There will be an online survey available for the public to provide feedback on the draft Action Plan.

**Timeline for finalising the Better Work Action Plan**

31 The following table sets out the indicative timeline for public consultations and finalising the Action Plan. These may change depending on Cabinet timeframes or the outcomes of consultation.

<b>Date (2022)</b>	<b>Item</b>
Wednesday 10 August	Launch of the draft Action Plan
August - September	Public Consultation on draft Action Plan
September – October	Integrating consultation feedback into draft Action Plan
October	Final Action Plan Cabinet
Late October/Early November	Launch of the Final Action Plan

**Implementation**

32 The Action Plan will require ongoing collaboration with ITP partners for success. The intention is for the partnership across tourism industry, unions, government, workers and Māori and wider stakeholders to expand and solidify during the implementation phase and endure after.

33 While the partnership model has proven extremely beneficial in terms of getting engagement from the industry in designing transformative measures, the implementation of these initiatives will pose some challenging questions about who leads implementation, and who funds it. This is similar to the experiences of other ITPs, but potentially more pronounced for Tourism given the extended period of significant business disruption the industry has been grappling with.

- 34 MBIE will continue working with Leadership Group members and other agencies on developing an implementation plan for the Tirohanga Hou identified in the final Action Plan, as well as the next phases of the ITP. Implementation will need to be considered alongside other work programmes, including the Innovation Programme for Tourism Recovery and the second phase of the ITP.
- 35 During the public consultation phase, the eight Tirohanga Hou set out in the draft Action Plan will be refined and prioritised. I will then return to Cabinet with recommendations for implementation of initiatives, including those that will be led by or involve the Government. Once the final Action Plan is approved by Cabinet, the initiatives will then be implemented, evaluated, and necessary adjustments made to ensure impact over time.
- 36 Officials also plan to design and deliver a Monitoring and Evaluation framework as part of the implementation plan, in order to be able to measure the impact of the final Tirohanga Hou over time.

### Financial Implications

- 37 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 and is now also being drawn on for the second phase focused on the environment.
- 38 While this budget will support initial and prioritised investments, additional investment over a longer time will likely be required to achieve transformative change. I intend to investigate ways to support these across the range of funding options, including industry-led, co-funding, and cost-recovery models.
- 39 One Tirohanga Hou that is likely to require additional early investment from the government, particularly in the establishment phase, is the Accord (for example, to set up a delivery unit, a business register and supporting promotional activity). The Leadership Group's preference, which I share, is for the Accord to be progressed as a priority. MBIE is considering the policy design and options for delivery in parallel to the draft Action Plan consultation process.
- 40 The final design of the Tirohanga Hou will be confirmed following finalisation of the Action Plan. The current funding will cover some costs, but if additional funding is required, I may submit an initiative through the Budget 2023 process. On current timelines, the environment component of the ITP should be positioned to inform Budget 2024, if required.

### Legislative Implications

- 41 There are no legislative implications of releasing the draft Action Plan for consultation.



## Impact Analysis

### Regulatory Impact Statement

42 There are no regulatory changes proposed in this paper.

### Climate Implications of Policy Assessment

43 The Tirohanga Hou in the draft Action plan are designed to support the tourism industry to transform to a more regenerative model. The second phase of the ITP, focused on the environment is currently being scoped and is likely to address issues relating to climate change adaptation and mitigation, along with other topics, as they relate to a regenerative tourism model.

### Population Implications

44 The 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 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	<p>Māori are over-represented in roles that require lower qualifications, and offer lower pay, fewer advancement opportunities and less job security<sup>1</sup>. MBIE modelling estimates that Māori represent approximately 13 per cent of total wage earners and 15 per cent of total minimum wage earners<sup>1</sup>. This is similar in the tourism workforce<sup>2</sup>. The Action Plan will address some of the drivers for poor pay and conditions in tourism that are affecting Māori working in the sector.</p> <p>One of the Tirohanga Hou aims to build cultural competency across the industry 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 acknowledgement of their historical or cultural significance.</p>
Women	<p>Women are estimated to make up over half of the tourism workforce<sup>2</sup>. Given that tourism sees a higher proportion of roles at the lower end than other sectors and a lower average wage<sup>2</sup>, it's likely that the Tirohanga Hou outlined in the draft Action Plan will improve financial wellbeing for many women.</p> <p>Women are also estimated to have a greater seasonal pattern in tourism employment than men where their percentage share increases in the Summer, and decreases in the Winter (up to a 17 per cent decrease in June 2020, compared to a 7 per cent decrease for men)<sup>2</sup>. During COVID-</p>

<sup>1</sup> MBIE, 2022. *Māori Employment Action Plan*. <https://www.mbie.govt.nz/dmsdocument/18759-te-mahere-whai-mahi-maori-maori-employment-action-plan-english>.

<sup>2</sup> Stats NZ, *Household Labour Force Survey*, June 2021 quarter (estimates). <https://www.stats.govt.nz/information-releases/labour-market-statistics-june-2021-quarter>.

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	<p>19, women initially experienced larger increases in underutilisation, unemployment and exits from the labour market than men. Stats NZ 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 slightly<sup>3</sup>.</p> <p>The Tirohanga Hou in the Action Plan aims to lift outcomes for all workers and women should benefit from the action on seasonal employment, which aims to increase job security. Ministry for Women have asked to be kept informed of development of the Action Plan.</p>
Ethnic Communities	<p>On average throughout 2019, migrants represented an estimated 22 per cent of tourism and hospitality employment<sup>4</sup>. This is significantly higher than the estimated average of all employment at 9 per cent. While data is limited, we believe that a proportion of migrants will include those from Ethnic Communities (Middle Eastern, Latin American, African, Asian, and Continental European),</p> <p>As a package, the interventions aim to improving work in the tourism industry (including pay and conditions), which should have a positive impact on migrant and/or ethnic communities working in the sector. In time it should also increase the attractiveness of working in tourism for domestic workers. This should aim to reduce the reliance on a migrant workforce.</p>
Pacific Peoples	<p>As of December 2021, around 5 per cent of the tourism workforce was estimated to be Pacific peoples<sup>2</sup>. There is an opportunity to increase the number of Pacific peoples finding meaningful and secure employment in tourism. Through the education and training Tirohanga Hou, Ringa Hora (Services Workforce Development Council) aims to create a system which focuses on under-served learners, including Pasifika learners.</p> <p>The Minister for Pacific People’s (MPP) have recently launched the Pacific Employment Action Plan which looks to have strong alignments with this work. MPP have asked to be kept informed of development of the Action Plan.</p>
Older workers	<p>As of June 2021, 55–64-year-olds made up 14 per cent of the tourism sector, and 65+ years olds made up 7 per cent of the sector<sup>2</sup>.</p> <p>The Leadership Group want to ensure older workers could be part of working in tourism (either as a re-entry, or a first-time worker in tourism) given tourism’s connection to storytelling and the lifestyle tourism can offer. This desire and direction for the tourism workforce aligns well with specific actions outlined in the Older Workers Employment Action Plan (OWEAP) 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. The Office for Seniors and those implementing the OWEAP have asked to be kept informed of development of the Action Plan.</p>
Younger workers	<p>As of June 2021, a quarter of employees that work in tourism are between the ages of 15-24<sup>2</sup>. The package of 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>

<sup>3</sup> Stats NZ, Fewer women working in tourism industries, <https://www.stats.govt.nz/news/fewer-women-working-in-tourism-industries>.

<sup>4</sup> Estimate created using data sourced from MBIE, *Migration Data Explorer* [https://mbienz.shinyapps.io/migration\\_data\\_explorer/](https://mbienz.shinyapps.io/migration_data_explorer/) and tourism product ratios from the Tourism Satellite Account (2021).

## Human Rights

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

## Consultation

46 The Leadership Group, made up of representatives across the tourism industry, unions, government, workers and Māori have co-created the draft Action Plan. Government agencies have been actively involved in the creation of the draft Action Plan, including through the Working Group (outlined in paragraph 19).

47 Other agencies which have been consulted on the draft Action Plan and Cabinet paper include the Ministry for Women, Office for Seniors, Ministry for Pacific Peoples, Ministry for Ethnic Communities, Tertiary Education Commission, Te Pūkenga, and official leads of other ITPs (including Ministry for Primary Industries).

## Communications

48 The draft Action Plan will be launched on shortly following Cabinet's consideration. The draft Action Plan and consultation material will be available on MBIE's website to enable six weeks of active public consultation.

## Proactive Release

49 I intend to release this Cabinet paper proactively based on current content, subject to appropriate Official Information Act 1982 redactions.

## Recommendations

The Minister for Tourism recommends that the Committee:

- 1 **Note** that Cabinet agreed to create an ITP for the tourism industry as part of the Tourism Communities: Support, Recovery and Re-set Plan [DEV-21-MIN-0067 and CAB-21-MIN-0111].
- 2 **Note** that the Tourism ITP is taking a phased approach, initially focused on enabling 'Better Work' for people working within the tourism industry.
- 3 **Note** that representatives from across the tourism industry, unions, government, workers and Māori have partnered to prepare a draft Action Plan.
- 4 **Note** that the proposed Tirohanga Hou (new outlook and ways of viewing or thinking) identified in the draft Action Plan include:
  - 4.1 the establishment of a Tourism and Hospitality Accord
  - 4.2 promoting a purpose-driven, intergenerational mindset
  - 4.3 enabling better work through innovation and technology
  - 4.4 building cultural competency in the workforce
  - 4.5 embracing the peaks and troughs of tourism demand

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- 4.6 ensuring the education and training system is fit for purpose
- 4.7 ensuring tools and resources for small and medium sized tourism enterprises are available and effective
- 4.8 a public campaign to showcase 'better work' in the industry
- 5 **Note** that implementation of the final Action Plan will require funding and policy support from government as well as active and ongoing commitment from wider stakeholders.
- 6 **Agree** to release the draft Action Plan for public consultation.
- 7 **Agree** that the Minister of Tourism may make minor or technical changes to the Action Plan.
- 8 **Note** that feedback from public consultations will be reflected in the final Action Plan that will be brought to Cabinet in October 2022 before public release in November 2022.

Authorised for lodgement

Hon Stuart Nash





Minister of Tourism

**Appendices**

Appendix One: Summary of the eight Tirohanga Hou in draft Better Work Action Plan





Appendix Two: Draft Better Work Action Plan

Appendix One: Summary of the eight Tirohanga Hou in draft Better Work Action Plan

SUMMARY OF TIROHANGA HOU			
TIROHANGA HOU	DESCRIPTION	RESPONDS TO PROBLEMS	CREATES A FUTURE WHERE...
		   	
<b>Tourism and Hospitality Accord</b>	The Accord aims to create an ecosystem that improves workforce standards for people who work in tourism. Participating businesses would adopt a set of standards in areas such as wages, training, progression opportunities, and employment contracts. Consumers would be able to choose to support these businesses. There would also be a small group within the Accord of ‘exemplars’, whose employment practices go beyond the Accord standards.	✓ ✓ ✓	Those who work in tourism are consistently treated well and can easily identify which businesses to work for and where they will find rewarding work. Consumers and choose to support tourism businesses that are treating their people well.
<b>Promoting a purpose driven, intergenerational mindset</b>	We will drive better outcomes for the tourism industry and employees by promoting the value and achievements of purpose-driven, intergenerational business models.	✓ ✓	Businesses are driven by purpose and values, and contribute to a regenerative tourism system with thriving, engaged employees.
<b>Enabling better work through innovation and technology</b>	There is an opportunity for Aotearoa New Zealand’s tourism industry to become a global leader in workforce productivity and innovative tourism offerings – by fostering and enabling innovation and effective technology-adoption.	✓ ✓ ✓	Businesses make better use of emerging technologies to become less labour intensive, leading to higher productivity and more rewarding work for those in the industry.
<b>Building cultural competency</b>	Build the cultural competency of the tourism workforce and businesses to enable the tourism workforce to better represent Aotearoa New Zealand’s rich culture, ensuring all tourism operators positively contribute to their community.		✓
<b>Embracing the peaks and troughs of tourism demand</b>	Reframe the tourism industry’s attitude toward, and response to, the challenges of peaks and troughs of consumer demand – rather than a barrier to attract and retain employees, make seasonal downtime a valuable and attractive element of recruitment and retention strategies.	✓	✓

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<b>Fit for purpose education and training</b>	Ensure fit for purpose education and training offerings in tourism, including micro-credentials and apprenticeships (where appropriate) that help define career pathways, and skill standards that would equip people who work in the industry to 'walk the talk' on topics such as conservation, and wider Aotearoa New Zealand history, languages and cultures.	✓		✓	Tourism is recognised as an industry which provides skills for life, where there are many ways to learn in a way that suits employees and employers well. There is an effectively skilled workforce, prepared for the future of tourism.
<b>Better tools and resources for business owners and operators</b>	Improving management capabilities through increasing awareness and effectiveness of existing tools and resources.		✓	✓	Tourism is recognised for its capable and knowledgeable leaders, operators and owners. Employers are skilled in creating enriching employment environments, which create positive employee experiences.
<b>A public campaign to showcase better work in the industry</b>	A public-facing campaign will challenge current perceptions of a career in tourism and lift the image of tourism as a career option. It will showcase real life stories around Aotearoa New Zealand of rewarding work in the industry, with an emphasis on gaining lifelong skills and giving back to nature and community.	✓	✓	✓	✓

<b>KEY</b>	
	<b>DEMAND FLUCTUATIONS</b>
	<b>PAY AND CONDITIONS</b>
	<b>FIRM MATURITY AND SCALE</b>
	<b>CURRENT AND FUTURE SKILLS GAP</b>

**Appendix Two: Draft Better Work Action Plan**

Attached as a separate document.