

Consultation Question	BYATA Response
Overall questions	
<p>Do you think each of the Tirohanga Hou will lead to better work outcomes in tourism? Why?</p>	<p>BYATA supports the need for providing an action plan aligned with the four pillars. There are good elements throughout this report that provide a great foundation towards building an action plan, however in its current form, it is missing a deeper level of detail. This ITP provides strategic aspirations, and this requires further thought to be underpinned by action, key success measures and metrics.</p> <p>General Comments</p> <p>There are elements within the Draft Better Work Action Plan that BYATA feels need further consideration:</p> <ol style="list-style-type: none"> 1. <i>Review of the Underlying Assumptions and Scope</i> <p>The ITP has been built using a broad frame of reference across Tourism, Hospitality and Retail businesses (due to being ‘consumed by a visitor’) – however in reality, each of these businesses are very different both structurally and operationally. Yet they are pooled in under the same scope and problem statements, which could prove difficult to provide good outcomes for all businesses within the same scope and problem statements. Not all the statements around workforce will apply to each style of business. The action plan is attempting to deliver solutions to a wide range of sectors within a large industry. This ‘shotgun approach’ makes it easy for cynics to walk away as they do not identify strongly enough with this broad base.</p> 2. <i>Data.</i> For the implementation of the ITP to be successful it is important that clear and trusted references to data within the ITP (e.g., Statistics for 2021 were used to reference workforce sizes, then 2019 statistics were referenced for immigration participation) Industry need to be given clear comparison data in order to effectively and successfully measure their position. <p>Clear and trusted key success indicators and metrics also need to be established in order for this initiative to achieve success across such a broad range of businesses within the tourism industry.</p> 3. <i>Seasonality.</i> The overseas workforce aspect of the total tourism workforce needs to be much better included within the ITP. It is

	<p>imperative from a tourism industry perspective that the overall workforce needs of the tourism system are considered. The role of the overseas workforce needs to be better accommodated within the ITP Action Plan, alongside the social benefits of a large industry that provides part-time work opportunities to a large segment of New Zealand's population that can only participate on that level. We feel this can be done in a balanced way as to support, rather than undermine, the objectives of the ITP to lift the quality of tourism jobs.</p> <p>4. Level and type of work. In reading this paper and in our discussions on it, we felt that the draft ITP Action Plan is skewed to more entry-level jobs in tourism and not the full spectrum of jobs in tourism, from starting out to all sorts of specialised roles and levels of seniority. Ensuring the fullest breadth of jobs within the ITP feels important to support the career building, education and training aspects that are so important to the overall ITP Action Plan. The scope should cover all tourism work and not just certain parts of the overall system. To highlight the breadth of tourism roles, in a recent workforce survey TIA included 30 tourism roles and even then, we found that 43% of respondents were in the 'other' category, clearly indicating the wide range of occupations that make up the sector.</p> <p>5. Financing the plan. The ITP talks very little regarding the financing and how industry will best fund elements of the plan. BYATA believes the government has a role to play but should not be positioned as the default origin of funding.</p> <p>We are only focussing on ONE of the four capitals within this ITP and the Tirohanga Hou steps. The community and social license is not being addressed</p> <p>Overall, we think this requires much DEEPER thought and research before it can provide great outcomes for all businesses within the tourism ecosystem!</p>
How can we improve each Tirohanga Hou?	<p>Recommendation 1: Break down the scope into further groups for future investigation / research (e.g., Small to Medium sized businesses and Large businesses)</p> <p>Recommendation 2: data and reference material should refer to pre-covid / 2019 levels in order to achieve success. Referencing</p>

	<p>workforce data for 2021 will be skewed as Covid-19 played a heavy part in the deterioration of the workforce.</p> <p>Recommendation 3: KPI's and measurable metrics need to be put in place</p> <p>Recommendation 4: Acknowledge the future role of the overseas workforce as part of the overall tourism workforce (22% of total in 2019) and set out how this portion of the overall workforce will be recognised in the ITP Action Plan so that special workforce needs, such covering seasonal peaks, can be accommodated.</p> <p>Recommendation 5: Include all levels and types of work in the ITP Action Plan to ensure the implementation initiatives cover broad spectrum of tourism jobs.</p> <p>Recommendation 6: The ITP needs to be clear on positioning ownership of the majority of funding on businesses, this will enable accountability, transformation and buy-in from industry.</p>
What do you think are the most important Tirohanga Hou?	<p>BYATA strongly supports:</p> <p>Tirohanga Hou 3. Enabling Better Work Through Innovation & Technology</p> <p>BYATA believe this Tirohanga Hou to be an excellent recommendation and lessons can certainly be learned from the upskilling programmes that have taken place as a result of the Covid-19 Recovery packages for tourism.</p> <p>Tirohanga Hou 8. A Public Campaign to Showcase Better Work in the Industry</p> <p>This is absolutely essential.</p> <p>Many of the collaborative activities and gaining a better understanding from public officials requires better understanding in general.</p> <p>A campaign that dispels some of the workplace myths and promotes the industry's positive contribution will help garner more support from others.</p>

<p>Are there any other Tirohanga Hou we are missing that you think should be considered for development?</p>	<p>The recently established Tourism Data Leadership Group is charged with improving tourism data overall, and workforce data will no doubt be a small part of its considerations. However, this needs to be a big consideration.</p> <p>Tourism data has never been granular enough, on many levels and this needs to be addressed to ensure we get quality outcomes for all involved.</p>
<p>Do you have any other comments?</p>	<p>BYATA is very supportive of the ITP process however believe that there are some fundamental foundation and statistic issues that need to be addressed.</p> <p>We need to also consider the social construct. This ITP seems to refer to part time work and seasonality as a negative, when there are a large number of people that are seeking these types of roles. Income has been defined as the measure of benefit which in turn seems ironic for a strategy focused on the regenerative and multi-faceted benefits of tourism.</p> <p>Some additional focus needs to be put on the social benefit individuals get out of working part time, seasonal or flexible hours</p>
<p>1. Tourism and Hospitality Accord</p>	
<p>Do you think this Tirohanga Hou will lead to better work outcomes in tourism? Why?</p>	<p>BYATA believe that the concept of a Tourism & Hospitality Accord is workable, however, have questions relating to the operability of the Accord.</p> <p>Operators are already overwhelmed with the level of 'accreditation standards' available across the industry, particularly since Covid-19 reached our shores and are not receiving adequate partnership from existing programmes. Therefore we feel that this needs further consideration in a few areas:</p> <p>BYATA supports TIA's Tourism Sustainability Commitment which involves sign-up by tourism businesses for 12 Commitments, one of which is '<i>Employer of Choice</i>'. The draft Action Plan recognises the TSC, commenting that the Accord can be established as a complementary initiative to lift standards and bring in the added support of government</p>

	<p>and unions. BYATA / TIA can see potential for the Accord to be a 'great way for businesses to become an Employer of Choice.'</p> <p>This is preferred rather than creating another accreditation schemes which will present at further cost to businesses.</p> <p>Fair Pay Agreement Bill. It is expected that the sector and occupation agreements established under this framework need to align with the Accord, including around pay and condition requirements. How the ITP and FPA inter-relate with each other as they both have a similar is crucial to understand and identify any issues.</p>
How can we improve this Tirohanga Hou?	<p>Recommendation 1: Further work is needed to define the governance and operational arrangements in implementing an Accord</p> <p>Recommendation 2: Some alignment needs to be made with existing organisations providing 'accreditation standards' – Qualmark has a role to play. This will avoid confusion among industry as we run the risk of overwhelming owner operators with a large number of accreditations</p> <p>Recommendation 3: Investment in market awareness will be required to encourage the position that consumers will choose better employers over others.</p> <p>Recommendation 4: A 'graded' system should be considered to onboard employers that have not yet met 'gold standards' but are on their pathway to improvement</p>
What else do you think can be included in the Accord?	<p>Recommendation 1: A review of how the Fair Pay Agreements Bill will interrelate with the work of the ITP.</p>
<p>2. Promoting a Purpose-Driven Intergenerational Mindset</p>	

<p>Do you think this Tirohanga Hou will lead to better work outcomes in tourism? Why?</p>	<p>BYATA fully supports this Tirohanga Hou and believes promoting an intergenerational mindset is of the utmost importance. 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.</p> <p>Many businesses are interested in lifestyle, resale opportunity or their business may simply be part of a wider portfolio of businesses.</p>
<p>How can we improve this Tirohanga Hou?</p>	<p>Recommendation 1: Intergenerational mindsets should be a component of the ITP but not the overall driver. This has a singular focus of purpose being an intergenerational model, however BYATA believes that by allowing businesses to explore their own sense of purpose and being, that the ITP will deliver better outcomes for those businesses</p>
<p>3. Enabling Better Work Through Innovation and Technology</p>	
<p>Do you think this Tirohanga Hou will lead to better work outcomes in tourism? Why?</p>	<p>BYATA believe this Tirohanga Hou to be an excellent recommendation and lessons can certainly be learned from the upskilling programmes that have taken place as a result of the Covid-19 Recovery packages for tourism.</p> <p>BYATA welcomes the implementation steps that are set out, including the Innovation Programme for Tourism Recovery, but we feel that there is more that can be done, including by establishing stronger pathways for accessing the support from the Government's overall Research, Science and Innovation system. Beyond the basics there are many digital services within New Zealand that are able to provide ongoing solutions to industry. From digital marketing and booking services to AI services.</p>

How can we improve this Tirohanga Hou?	<p>Recommendation 1: Further work is needed to set out the implementation pathways for this Tirohanga Hou, including setting the IT sector as a source for solutions that solve Tourism problems.</p> <p>Recommendation 2: Avoid pre-defining outcomes (e.g., virtual reality products). Specificity should be defined by the businesses themselves not be driven by the ITP</p>
4. Building Cultural Competency	
Do you think this Tirohanga Hou will lead to better work outcomes in tourism? Why?	<p>The industry has always been and remains, a leader in cultural competency. BYATA would argue that New Zealand has one of the most culturally competent workplaces across the Asia Pacific region.</p> <p>Being 'culturally competent' should not exclusively involve Māori culture and must include the diversity of cultures in Aotearoa New Zealand.</p>
How can we improve this Tirohanga Hou?	<p>Recommendation 1: Extend the objective in terms of workplace inclusivity, to include multicultural environments.</p>
5. Embracing the Peaks and Troughs of Tourism Demand	

<p>Do you think this Tirohanga Hou will lead to better work outcomes in tourism? Why?</p>	<p>The objective of embracing the challenge of peaks and troughs and providing continuous employment in areas where seasonality is particularly acute is an excellent objective.</p> <p>However, we also believe more exploration needs to be given to the social construct of a specific workforce that enjoy having seasonal roles and embrace the lifestyle that this provides. For example: Tour Guides - many guides travel overseas for the off season and like the nomadic lifestyle that this provides. We need to put less focus on creating tourism workforce roles for 'year round' work and explore the opportunities that tourism provides to those who prefer to live in this fashion.</p> <p>Also, many tourism businesses have very well-developed processes for working with this flux in their workforce.</p>
<p>How can we improve this Tirohanga Hou?</p>	<p>Recommendation 1: Government initiatives – particularly MSD for funding off season training, potentially seasonal support payments to facilitate short term relocation, and education around the technical/taxation barriers involved in taking on multiple jobs.</p> <p>Recommendation 2: Support and partnership with the legal profession to develop job sharing contracts for employees and employers</p> <p>Recommendation 3: These tools could be short term in order to facilitate the development of new job sharing/seasonal employment behaviour and training which over time becomes self-funded.</p>
<p>6. Fit for Purpose Education and Training</p>	


<p>Do you think this Tirohanga Hou will lead to better work outcomes in tourism? Why?</p>	<p>BYATA fully supports this Tirohanga Hou. The emphasis of training and skill development in the ITP is incredibly important.</p> <p>The 'education' aspect is very lightly covered in this Tirohanga Hou, and it should be given greater emphasis.</p> <p>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.</p> <p>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.</p>
<p>How can we improve this Tirohanga Hou?</p>	<p>Recommendation 1: Include a stronger 'education' perspective and consider how the implementation steps are made more concrete.</p> <p>Recommendation 2: Design these tools and enable employers access to them before in-house training becomes a compulsory part of a Tourism and Hospitality Accord.</p>
<p>7. Tools and Resources</p>	
<p>Do you think this Tirohanga Hou will lead to better work outcomes in tourism? Why?</p>	<p>BYATA considers this to be an essential part of the ITP which should be moved to the forefront of the strategic aspiration document and used in all implementation steps.</p> <p>By bringing this forward, the plan communicates early that the structure of the industry is recognised (and understood) and small businesses are then identified as requiring appropriate support to deliver on some of the subsequent objectives.</p>
<p>How can we improve this Tirohanga Hou?</p>	<p>Recommendation 1: Businesses need to be given the knowledge early in the document, that tools and resources will be available to them in order to achieve great outcomes. Otherwise, you run the risk of disengaging small business owners and operators before they get through the first few points</p>

8. Public Campaign	
Do you think this Tirohanga Hou will lead to better work outcomes in tourism? Why?	<p>The tourism industry requires better understanding in general.</p> <p>A campaign that dispels some of the workplace myths and promotes the industry's positive contribution will help garner more support from others. Tourism has historically been home to some skilled career pathways that pave the way for engaging and bright futures</p> <p>More people (supporting agencies etc) want to engage with positive and successful industries rather than engage with industries that are perceived as negative, therefore a public campaign is ESSENTIAL.</p>
How can we improve this Tirohanga Hou?	<p>Recommendation 1: A strong PR presence both promoting the positives but also communicating the industry's rejection of bad employers. <i>The line should be clearly communicated so there is more confidence that bad employment behaviour is the exception not the norm.</i></p> <p>Recommendation 2: Peer pressure against bad employers through strong public campaigns is a useful way to encourage more engagement on good practices.</p>



Chris Sperring
BYATA Chair

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Eve Lawrence
BYATA Board Member