



# Service Sector WORKFORCE DEVELOPMENT PLAN

## The Service sector is fundamental to Aotearoa and its people.

Through millions of interactions a day, businesses across our sector advise, assist, and serve others. All businesses across our sector have people at their centre. It is people who foster connections, helping others to navigate and meet the ever-changing needs of modern lives.

Workforce development plays a pivotal role in bolstering industry resilience, particularly in the face of recent extreme weather events and looming economic uncertainty. These challenges underscore the need for a skilled and adaptable workforce that can effectively navigate disruptions and contribute to the overall sustainability of industries.

This Workforce Development Plan presents a high level summary of what's top of mind for the Service sector - it complements the Individual Industry Action Plans to outline the actions we could take to strengthen the future workforce.



# The Plan

is centred around a framework of actions based on four aho | strands.

**Māori succeeding as Māori**

**Attracting and retaining the future workforce**

**Developing broad skills for the future**

**Creating mana-uplifting jobs and opportunities**

These reflect future aspirations and are built on actions that are driven by people from across the sector. Each of these aho will strengthen the workforce, and when these aho are woven together as a taura whiri | rope, these aho will guide us to achieve real transformational change.

To make this a reality, the Workforce Development Plan needs to be driven by people who know the Service sector best – people like you. By continuing to work together, we can grow knowledge and understanding of the sector and its industries and create real change.

## Future Vision

The future of the Service sector is an exciting one. It's a future that has people at the centre – with endless possibilities for people to choose their own path. It's a future in which industry and businesses can thrive and are empowered to determine their own direction.

A flourishing Service sector is one that reflects the communities it serves. New Zealand's future population is becoming increasingly diverse. There is a rapid growth in the Māori, Pacific, and Asian population, changing views about gender, and a wider range of cultures and perspectives. Embracing and celebrating our growing diversity will help industry access growing numbers of potential kaimahi and will create a point of genuine differentiation which will encourage more business opportunities here and abroad.





**The future will bring significant growth of Māori business in the Service sector. The manaakitanga that has always been at the heart of the Service sector will be bolstered by increased use of Te Reo and embracing of Mātauranga Māori in businesses across the sector.**

Industries give action to increasing Māori access and have meaningful maintained relationships with Māori industry.

More and more people are seeking opportunities to engage in meaningful and rewarding work that includes opportunities for development and progression. The role of work in people's lives is changing, more noticeably since the COVID-19 pandemic. The gig economy is likely to grow and workplace practices will continue to adapt to enable a range of flexibility about when, where and how they are working.

Values and inter-generational wellbeing will be at the heart of many business, workforce, and consumer decisions. People are increasingly conscious of social, cultural, and environmental impacts and consider how today's decisions affect future generations. Increasingly, people are looking for social enterprises and organisations which prioritise mental health and wellbeing and pay a Living Wage.

Trends such as digitisation and environmental sustainability create an opportunity to rethink what the Service sector workforce could look like now and in the future. These changes will shift the tasks people do and the range of skills they need.

**Like all good visions, this exciting future for the Service sector won't happen by accident. Skills shortages are likely to be a real struggle for a while. However, the choices and actions we each take now will play a significant role in helping shape the future of the sector.**

# What is top of mind for the Service sector?



## SKILLS SETS

Many industries do not have enough people with the right skills and experience to meet their needs.



## RETENTION

'It is increasingly difficult for industries to attract and retain their workforce, with industries often competing for same or similar skill sets.



## CLIMATE CHANGE

Industries, businesses and regions have been greatly affected by recent natural disasters. It is becoming more important for our industries to be resilient in light of climate change and increasing weather events.

## COST-OF-LIVING

The cost-of-living crisis is creating uncertainties for many businesses and their operating environments.



## DIVERSITY

The future workforce will be increasingly diverse and the sector will need to embrace and celebrate the wide range of cultures and perspectives of their people.

## TE TIRITI O WAITANGI

Some industries are already making meaningful relationships with Māori business, and focusing on whānau impact. While many industries and businesses are already working with iwi/manawhenua, there are remaining gaps in forging mutual Te Tiriti partnerships for many Service industries.



## RESPONSIVENESS

Changes in innovation and technology mean that businesses are needing to pivot operations to respond rapidly changes in innovation and technology could mean that businesses are needing to pivot operations to respond to new business and customer demands.



## MĀORI BUSINESSES

There is a growing māori economy and Māori are expected to be a rapidly growing part of the sector - but Māori learners continue to be underserved by the system.



## VOCATIONAL ALIGNMENT

The vocational education system is not always well-aligned with what the industry needs or upcoming industry changes.

# Where could the Service sector be?

There are thriving businesses and communities with enough workers with the right skills and experience to meet the growing and changing needs of the Service sector.



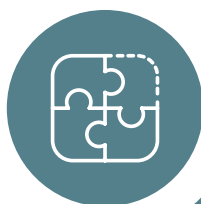
## INDUSTRY-LED EDUCATION

Industry and businesses drive the direction of the vocational education system in Aotearoa. Vocational education is more adaptive and flexible to respond to rapid changes in skills and workforce requirements.



## ACCESSIBLE

Vocational education is more easily accessible for learners and workers. The workforce and skills priorities pipeline is aligned with regional economic priorities.



## MĀORI VALUES

Skills inherent to Māori values are recognised and nurtured.

There are equitable outcomes for Māori within the Service sector.



Māori can see themselves in every industry at every level.

## MĀORI SUCCESS

Māori are empowered to succeed within the Service sector.



## ADAPTIVE AND RESPONSIVE

The Service sector is adaptive and responsive to rapid changes in technology.



## RESILIENT

The Service sector is resilient in the face of economic changes, climate change and/or weather events.



## SKILLS FOR LIFE

The Service sector provides skills and opportunities for life for workers, wherever it takes them.



Workforce priorities and challenges are identified and addressed.

Industries are able to attract and retain a skilled workforce.

# Snapshot of the Service sector

The Service sector is a vital component of everyday life, encompassing a diverse range of industries that are fundamental to people's daily routines. An estimated two out of every three people working in one of our many industries at some point in their careers.

## WORKFORCE

Our people are our biggest taonga. Our workforce represents a diverse range of people, and this includes our Māori, Pacific peoples and tāngata whaikaha | disabled people workers.

2018 Service sector workforce



The sector currently has 946,000 people, over a third of the New Zealand workforce

This number could be as large as

**1.17 Million**

including non-conventional workers, such as part-time, casual, temporary, and seasonal workers.

These workers play a crucial role in the economy and are represented by young persons, women, and Māori.



**12.8%** MĀORI



**6.9%** PACIFIC PEOPLES



**2.4%** TĀNGATA WHAIKAHA of the Service sector workforce.

We acknowledge that data on tāngata whaikaha is limited and it is important that we create more growth opportunities within the sector for our tāngata whaikaha workforce.



**20.2%** RANGATAHI (15-24 year olds)

This number varies significantly between each Service industry.



## BUSINESSES

The Service sector is a core part of the New Zealand economy.

**30%** estimate of the country's total economic activity.



Contributing approximately **\$109,500 million** per year to New Zealand's Gross Domestic Product



**↑9%**

GPD increase in 2022

Shows a strong recovery after a 1% drop in 2021.

**306,000**

Businesses representing approximately half of all businesses in the country.



Most businesses within the Service sector are small businesses employing, on average, three people.

## DYNAMICS

Most of the workforce can move quickly and easily between jobs.

The backgrounds of those who enter the Service sector is diverse. Many who join the Service sector will be entering the workforce for the first time, others might be making career shifts from outside or within the Service sector, and some may stay within the sector.

Our workforce is dynamic and mobile, and many seem to move quickly and easily between jobs. However, the overall size of the Service sector workforce remains relatively stable, and this diverse mix of people and skills helps to strengthen the sector.

The workforce has proven its resilience after recent weather events. This is a critical characteristic that will support the sector in recovering from current and future shocks.

**In 2022, the service sector grew by 2.2% compared to the previous year - reaching 946,000. This is a 3% increase since 2019.**

After that, the workforce in the services sector slowly recovered from COVID-19.

**Number of employees increased 1% Compared to 2021 – reaching 835,900** However, this is still 0.6% lower than in 2019.



**A yearly turnover of over 1 in 3 across the core Service sector workforce.**



**The most significant percentage New entrants = Industry changers**

Rather than tertiary or secondary education or otherwise.

**Hospitality Services highest proportion comes from overseas.**

**38%** Workers who changed industries continue to work within the Service sector.

**80%** People left the industry transitioned into another industry, in 2020.

A similar proportion of people managed to transition into a new job within three months.



## Skills in the Service sector

More recognition of on job training and qualifications, encouraging credentialisation of training and supporting employers to invest more in their people is critical to uplifting the skills of our Service sector workforce and tackling this skills shortage across all sectors.

With rapid changes in work environments and people moving across different roles, it is increasingly important for industry to recognise previous skills and experience of kaimahi. Currently a lot of training is delivered on the job and this experience is not always recognised or credentialised. However, as people are more likely to work in multiple roles and industries through their careers, credentialising on-job training or acknowledging micro-credentials could form an important lever in rapidly matching people into roles and support kaimahi to progress within their careers wherever they go.

It is the responsibility of the vocational education system to support more kaimahi through relevant learning, qualifications, and training – whether that be classroom learning or on-job training. We acknowledge that there are some improvements needed to ensure a better vocational education system that is more well aligned with industry needs and which can support the rapid transitions of kaimahi within the Service sector. This system needs to ensure there are:

- Fit for purpose qualifications.
- Qualifications created address the industry need and are relevant.
- Where possible these qualifications and training should look ahead at upcoming innovations and predict future qualifications and training needs for industry.
- Qualifications are recognised by industry. This will ensure they are of value to both the industry and their kaimahi. Industry can more easily distinguish potential candidates when recruiting and support the career pathways of existing workers in the industry.
- Qualifications are accessible to all kaimahi in the workforce. This means reducing barriers to entry like cost and ensuring flexible hours and modes where possible, such as offering online or evening learning options, and making provision accessible to Māori. This can be done through ensuring there is:

- Mātauranga Māori provision available,
- Culturally competent providers,
- Industry and providers have partnerships with iwi Māori; and Māori organisations and business,
- Pastoral care is available to learners.

### Skills shortages are a challenge across the Service sector as a whole.

This is a critical issue as skills in the workforce are a critical enabler of success for both kaimahi and industry.

A key lever to promote skills in the workforce is through an effective vocational education and training system.

Industry has a role to play in encouraging more of the workforce to engage in relevant training and qualifications and get the required skills that industry is looking for.



While businesses are experiencing sustained skills and labour shortages only a fraction of employers are participating in industry training and there has been a steady decline in the uptake of vocational education. Total enrolments (both in providers and in industry training) in Service sector qualifications has been declining over the last five years, with the number of learners falling by more than 25% across the sector and close to 50% in Retail, Tourism & Travel, Aviation and Security.



The only exception to this trend is in Financial & Advisory where there is an increase in enrolments due to recent legislative changes requiring Financial Advisors to get their license within a set timeframe. This represents a serious issue for the sector in ensuring the supply of trained workers.

This may be because of a multitude of factors, including:

- A lack of clear value of the qualifications to kaimahi. By credentialising learning and training, kaimahi would be better placed to demonstrate their skills and experience to industry. This would likely encourage more kaimahi to undertake more training and qualifications and therefore uplift the skills of our workforce as a whole. Formal qualifications and credentialised training are not traditionally recognised as a value add investment for many industries
- Limited accessibility of training and qualifications for kaimahi. This could be cost, time or limited support offered throughout the training or learning course.
- Limited resource of business to invest time and resources into training kaimahi.



# Kaimahi in the Service sector

The demographics and other characteristics of our workforce are dynamic – whether that's in terms of ethnicity, age, gender, or the experience of a disability.

By 2038, more than 50% of our workforce will be Māori, Pacific, or Asian, which will have significant implications for our services. At the most basic level, it will change who services are delivered for and by. That, in turn, carries different expectations of what the Services could or should look like.

Each of these groups makes a unique contribution to the Service sector, and businesses will benefit from recognising this contribution and being responsive to their individual needs. With current labour shortages, developing a committed and responsive relationship with these groups will help realise the proven economic and social benefits for employers, the workforce, and the wider communities in which services are delivered.

What follows is some information about the characteristics of selected population groups in the Service sector and what we've heard about things that are top of mind for these groups. The groups listed have been covered as these are three priority learner groups recognised by the Tertiary Education Commission and Ringa Hora.



# Māori in the Service sector

The Service sector is significant for Māori. Service sector industries are built on connections – including both relationships and networks. As such, a deep purpose and long-term horizons are crucial for Māori in the Service sector. It's from this foundation, that financial sustainability will come.

In recent years, Māori business has increasingly flourished and is seen as part of the unique identity of the sector, most notably within the Tourism industry. In many cases, Māori-owned businesses are an avenue for Māori to connect and celebrate being Māori. Māori are innately entrepreneurial as a people and that is evident in the breadth of their businesses. Iwi businesses in particular emphasise the importance of leaving a legacy of better outcomes for generations to come. The businesses can vary but their purpose is the same; to bring benefits to their descendants through cultural, social or financial success.

**Out of 370,000 Service sector businesses, at least 7,000 are Māori-owned, while at least 5,200 are significant employers of Māori.**

There are signs that Māori-owned businesses can have a commercial advantage. The profit margin for Māori-owned businesses in the Tourism Services and Contact Centre industries is at least 10% higher than that of non-Māori-owned businesses in the same industries.

In terms of recruitment or employment, the majority of Māori businesses try to employ whānau, friends or Māori first. It's a matter of looking within their trusted circle before expanding to the rest of the workforce. While there are full-time employment opportunities for some in these industries, a lot of the roles are either part-time or seasonal.

The manaakitanga at the heart of the Service sector is well aligned with Te Ao Māori. Based on insights gathered so far, businesses that embrace Māori culture in a real and meaningful way will be far more attractive to rangatahi Māori, both as kaimahi and as customers and will be well placed to flourish both economically and socially.

While the contribution of Māori to the Service sector is already significant, the potential for future growth is limitless. The Māori population is growing at a much faster rate than the New Zealand population, with a growing number of young Māori who have been through a kaupapa Māori education and are comfortable being in a Mātauranga Māori | grounded in Māori knowledge environment. These kaimahi are more likely to actively seek workplaces that align with their cultural values.



As such, there is a push for further embedding Te Ao Māori | the Māori worldview and their values in the Service sector.

So-called 'core skills', such as customer service and communication are important in any business, but particularly for the Service sector where many roles involve hosting people. For Māori, these skills are intertwined with their culture and their values, adding immense value to our Service sector industries.

Despite the growing presence of Māori in the Service sector, current statistics suggest that Māori within the sector are more likely to be employed in lower-wage roles. There is an urgent need to lift the representation of Māori in higher-wage roles.

Furthermore, rangatahi Māori are more likely than non-Māori to be disengaged from tertiary education and employment. This is significant as people who are disengaged during this transitional phase are at higher risk of poor long-term outcomes.

**It is important to recognise that the experience for Māori in the workforce, and Māori businesses, differ significantly from industry to industry. However, creating an environment where Māori can succeed as Māori will be beneficial for individuals, their whānau, and industry. This will allow businesses to access the untapped potential that Māori hold.**

## Pacific in the Service sector

The Pacific workforce makes up 7% of all workers in the Service sector. This workforce is very diverse, including people from a number of different Pacific Island cultures. There is a growing number of Pacific-owned businesses in the sector, most of which are small-to-medium enterprises.

**Concentrated predominantly in Auckland, the Pacific workforce makes up approx. 7% of Service sector workers with higher representation across Contact Centres, Cleaning, and Aviation compared to other industries.**

Many young Pacific peoples leave school early to work in low-wage jobs as a means of helping support their households. This compromises their career options and further educational opportunities.

This is likely to be additionally exacerbated by issues and shocks such as natural disasters, climate change and economic upheaval. In addition, young Pacific peoples are affected by a growing digital divide, education affordability, and a lack of culturally receptive support in many workplaces.

There are significant opportunities for innovation within the Service sector to respond to the aspirations of the Pacific workforce and customers. Many industries have expressed an interest in addressing this barrier and upskilling their Pacific workers. However, there is often a lack of understanding of how to approach this.

Recognising and celebrating the value of cultural identity in the workplace, exploring pastoral care, and promoting career pathways that support Pacific identities will encourage Pacific communities and businesses to flourish.



# Tāngata whaikaha in the Service Sector

Disability can be understood not only as a physical, mental, intellectual, or sensory impairment, but also in the way that wider attitudes, behaviours, and the built environment can inhibit full and equal participation in different aspects of life, including work. There are some challenges in accessing quality information about the prevalence and experience of these different aspects of disability, especially when narrowing the scope to the Service sector.

**Current data suggests that 2.6% of the Service sector workforce identify as tāngata whaikaha (compared to 6% tāngata whaikaha in the total population).**

However, other sources suggest as many as a quarter of New Zealanders might have a disability. This is indicative of the limited data and understanding on tāngata whaikaha in the workforce, with varied understandings of how people identify and navigate the workforce.

Tāngata whaikaha overall have lower rates of employment and lower incomes than non-disabled people. Disabled people are more likely to face significant barriers to entry and participation in employment and also experience ongoing adverse labour market outcomes.

They may face social stigma that adversely impacts job opportunities. This is despite evidence of the importance of education and meaningful work in supporting economic, social, and cultural wellbeing outcomes for disabled people, not to mention the economic and social-good benefits for employers of having a diverse workforce.

A significant barrier is the prevalence of negative employer perceptions around hiring disabled people. Because of their limited exposure and experiences working with disabled people, employers may struggle to understand what is involved in hiring a disabled person. There are often misconceptions around the financial cost of hiring a disabled person, workplace adjustments, perceived productivity, and the skills that they can bring to an organisation. This lack of understanding can have adverse effects both for employers, who miss out on the advantages and benefits of hiring disabled people, and disabled people who miss out on workforce opportunities.



In addition, it is important to recognise the impact of intersectional identities. For example, it has been found that tāngata whaikaha Māori had lower levels of trust with the education system. This has significant impacts on accessibility of education and subsequently tāngata whaikaha Māori ability to navigate the workforce upon starting their careers.

**It is clear that we need to establish and develop relationships with disabled people and networks to guide our strategies in making the Service sector more accessible.**

On the foundations of this relationship, we can amplify the voices of disabled communities in establishing the attitudes, practices, and environments that fully and equally enable people to participate in the Service sector.

# Key areas of focus

We want to build a resilient and capable workforce that enables economically, socially, and culturally thriving people, businesses, and communities.

## Māori succeeding as Māori

Māori success is fundamental to the success of the Service sector. Māori business is thriving, Māori culture is increasingly being embraced, and Māori are experiencing strong population growth and making up a larger share of the young workforce. In this context, creating an environment where Māori succeed as Māori will benefit individuals, businesses, and the Service sector as a whole.

Laying the platform for success starts with whānau and hapū, and it is then up to the education system to enable the talent Māori learners were born with.

We take a broad view of “success” for Māori. Traditional measures of success focus on engaging in and completing tertiary education and gaining meaningful employment. However, success should also include the development of the mana, health, and wellbeing of the individual and, even more widely, the collective mana, health, and wellbeing of iwi and the Māori community.

In the workplace, success for Māori can be thought of broadly and include employment that is mana-uplifting for both individuals and communities, business practices which are founded on genuine partnership, and making Mātauranga Māori part of the unique identity of our sector.

## Attracting the future workforce

The Service sector is facing sustained skill and labour shortages, with some industries facing more extreme shortages while others were forced to make staff redundant. Looking forward, we anticipate the labour market will remain tight, and the Service sector will need to continue to work hard to attract the workforce needed for the future.

Part of successfully attracting the future workforce is considering what the future of customer demand could look like and how to best respond to that demand while factoring in the changing expectations people have of work. One thing is for certain; the future workforce will have more people who are Māori, Pacific, and Asian, fewer young people and more people working past the traditional retirement age. People in the workforce are increasingly wanting things like more flexible hours, remote work, and other conditions that enable them to better balance work and other priorities.

Technology is rapidly changing the skills required in a range of roles across the sector as well as the nature of work that people do. Reducing some of these automatable tasks may help make some sector roles more attractive to a wider range of potential workers.

If the sector can successfully attract the workforce that we have in New Zealand, and keep them engaged in the sector for longer, then we can look to reduce reliance on short-term migration. This will help increase productivity and wages, reduce some poor workplace practices, and create opportunities for local people and communities.

We have identified four key aho | strands, that are important for developing the workforce. Each of these aho will strengthen the workforce, but when woven together, as a taura whiri, we can achieve real transformation of the workforce.

## Developing broad skills for the future

It is critical that people in the sector have the skills that will help individuals and businesses thrive now and in the future. As work is changing rapidly, people need a strong base of core skills, including literacy, language, and numeracy, as well as a broad range of skills that enable them to be adaptable and responsive and give them the ability to continue to learn throughout their lives.

The changing nature of work is increasing the demand for “core” skills like customer service, communication, and problem-solving. Technology skills are also now needed for all roles, and the level of technical capability needed is increasing all the time.

These skills are fundamental to Service sector roles. People who hone their core skills in the Service sector can apply them across any future roles, both within the sector and in the wider economy. If we can credentialise these skills, it will enable people to change roles more easily, and for businesses to have better signals about the people they are hiring.

As part of this, we need to ensure we have an education system where the essential skills that come from learning while in employment can be carried forward for life. At the heart of our businesses are skills that can be building blocks for careers – within the Service sector or across other sectors – that support people with their unique needs and choices. This new world enables learners to earn while they are working and learn wherever they are located. This is of real importance to hapū and iwi, who lose their rangatahi to places where learning is situated. Creating a strong, resilient workforce that is built on skills gained through short, sharp, and stackable learning opportunities benefits the industry, individuals, and Aotearoa.

## Creating mana-uplifting jobs and opportunities

The Service sector has a huge variety of roles ranging from highly skilled, highly paid roles to those that have traditionally been very low paid and seen as very low skilled.

As a result of COVID-19, it has become clear that many Service sector roles like cleaners and supermarket shelf stockers, who have previously been taken for granted, are critical to New Zealand on a day-to-day basis. There is a significant opportunity to maintain and build the mana of people in these roles, increase the pay they attract, and recognise the opportunities they offer.

This is especially important as the Service sector is often a gateway to employment for people who are new to the workforce or who may have been out of the workforce for some time. If we can equip people with a range of skills, including core skills and technology, businesses will be more adaptable while workers will have the tools to transition into other roles either in the Service sector or in the wider economy.

Building the mana of Service sector roles has benefits for businesses, whānau, and the community. For businesses, having staff engaged in more meaningful work is likely to lead to lower turnover and more highly productive staff. Building staff capability and skills helps build resilience and enables people to adapt more readily to changes, both to longer-term shifts and shocks like recent weather events and economic uncertainty. For whānau and communities, the benefits of having more highly paid and highly valued Service sector roles include the direct benefit of people having increased money to spend and wider impacts like increased esteem and aspirations for children and others connected to people in Service sector roles.

# Putting this into action

Transformational change in the Service sector workforce will take time but to achieve that change we need to start taking action now. The following plan includes the key areas of focus, medium term actions and short-term initiatives.

These initiatives and actions can be thought of as individual threads that weave together to achieve workforce transformation.

## Who is leading the initiative

**R** = Ringa Hora **I** = Industry

	Māori succeeding as Māori	Attracting and retaining the future workforce	Developing broad skills for the future	Creating mana-uplifting jobs and opportunities
<b>Actions:</b> <b>Where we would like to be</b>	<ul style="list-style-type: none"> <li>Māori business and workforces have opportunities to connect.</li> <li>The Service sector and vocational education system understands and acts on Māori views of success.</li> <li>The vocational education system is shaped by a Mātauranga Māori lens.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the availability and use of high-quality information about the Service sector.</li> <li>Improve participation of Māori, Pacific peoples, tāngata whaikaha, and other groups.</li> <li>Industry is visible and promoted to a wide range of potential ākonga and kaimahi.</li> <li>Organisations with a role in workforce development work collaboratively and have well understood roles.</li> </ul>	<ul style="list-style-type: none"> <li>Vocational education and training is flexible and adaptable to industry needs.</li> <li>Workforces and businesses are well prepared to adapt and innovate.</li> <li>Investment decisions are transparent and based on high quality advice.</li> </ul>	<ul style="list-style-type: none"> <li>Workplaces are accessible and attractive to the current and future workforce.</li> <li>The workforce is recognised, valued, and safe.</li> <li>The range of roles is articulated and available.</li> <li>Learning and skills development supports upwards and lateral progression.</li> </ul>
<b>Initiatives:</b> <b>What we can do to get there</b> <b>Service sector initiatives</b>	<ul style="list-style-type: none"> <li><b>R I</b> Establish and grow the Māori Service Sector Forum.</li> <li><b>R</b> Ohu Ahumahi collaboration (Rōpū Kaitakawaenga) to build relationships with iwi and hapū to better understand Māori aspirations.</li> <li><b>R I</b> Te Kāhui Mātauranga Māori to provide Mātauranga Māori lens to Ringa Hora product design and quality assurance approaches.</li> </ul>	<ul style="list-style-type: none"> <li><b>R</b> Undertake the Future Workforce project that aims to understand work, skills and training in New Zealand in 2040.</li> <li><b>I</b> Amplify work that aims to grow participation of particular groups such as Pasifika Navigators of Tomorrow or Jobs for Mums.</li> <li><b>R</b> Promote the use of Te Mata Raraunga, a collection of vocational education and workforce data.</li> </ul>	<ul style="list-style-type: none"> <li><b>R</b> Create a package of short, sharp, stackable credentials through Waihangatia te Āmua Ao   Shaping the Future of Service Skills project.</li> <li><b>R I</b> Amplify work that supports people to learn about broad skills for the Service sector, such as MBIE's Digital Boost initiative.</li> </ul>	<ul style="list-style-type: none"> <li><b>R</b> Develop an 'employer hub' that shares resources, information, and case studies of Service sector excellence – targeted at SMEs.</li> <li><b>I</b> Amplify approaches that improve diversity, equity and inclusion, such as Diversity Works, Living Wage, and Rainbow Tick.</li> </ul>



# A shared roadmap for Service sector industries

The Workforce Development Plan looks across the Service sector and sets out the major factors shaping the sector and an overarching vision for the future.

Sitting alongside this are ten Industry Action Plans which focus on the characteristics and dynamics of each individual industry and its workforce. They describe what the future could look like for the workforce, the current challenges faced by the industry, and sets out the actions we can take to tackle this wero | challenge.





# Where to from here

## What Ringa Hora is doing:

Ringa Hora has been mandated, through the Reform of Vocational Education (RoVE), to not only support the creation of a workforce development plan but to actively participate in delivering its vision. We will do this through a number of actions, including:

1.

### Producing an annual progress update on sector and industry specific workforce actions:

This report will provide an update on where actions are at and track progress.

2.

### Engaging with industry throughout the year ahead of this annual progress update:

We'll be reaching out to you in different ways, including arranging hui and attending industry events, but we also encourage you to get in touch with us directly.

3.

### Publishing the next iteration of the Workforce Development Plan mid-2024:

This will be informed by quantitative information and qualitative insights gleaned from engagements with industry, education providers and people within the sector.

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## How you can get involved

### How you can implement actions from the workforce development plan in your business:

▣ **Partner with us on workforce initiatives:**

If you are not already and would like to partner with Ringa Hora on any of the actions in this plan or the industry specific action plans, please get in touch with us.

▣ **Tell us what is working and what isn't:**

It's important for us to hear your views about what's in this plan. This will help us all be confident that future plans best reflect Service sector needs and aspirations and include actions that are meaningful, action-oriented, and sustainable.

▣ **Report to us on sector and industry specific workforce actions progress:**

This will help us to advance, track and report on the workforce development actions and deliver on Service sector needs and aspirations.

▣ **Engage with us more:**

We also encourage you to get in touch with us directly to engage on any of the workforce development actions or to share information on any products/initiatives in these plans, the industry and workforce data that we have used and any upcoming engagements which you can be a part of.

▣ **Use the products or initiatives listed in the sector workforce plan.**



**RINGA HORA**

**Services**

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