



Ringa Hora

Pūrongo ā-Tau | Annual Report 2024



RINGA HORA
Services

Workforce Development Council

Ringa Hora Annual Report 2024 Publisher

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RINGA HORA
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Workforce Development Council

Rārangi Take

Contents

Karakia	04	He Tirohanga At a glance	14	Ngā mahi e whai ake nei Next steps	51
He mihi nā te Tiamana Poari, nā te Tumu, me te Poumatua Mihi from the Ringa Hora Council Chair, Chief Executive, and Poumatua	05	Ko ō tātou whakatutukitanga me ngā pānga Our achievements and impact	15	Ō mātou Our people	52
Mō Ringa Hora About Ringa Hora	08	Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relations	16	Ō mātou kaimahi Our kaimahi	55
Anga Rautaki Strategic framework	09	Leadership and engagement	22	Te mana whakahaere Governance	57
Ō mātou tāngata Who we serve	10	Developing and setting standards and qualifications	34	Ngā mema o te Pōari Council members	58
Key facts about the Service sector	10	Endorsing programmes and moderating assessments	40	He tauākī tutukinga ā-mahi Statement of service performance 2023/24	62
Our industries	11	Advice to the Tertiary Education Commission	44	Te Taha Pūtea Financial Performance	75
Ngā kaupapa matua Major activities	12	Te pāhekoheko Collaboration	47		
		Tō mātou whakaaweawe Our impact	50		

Karakia

Ko Ranginui

Ranginui, the celestial parent

Ko Papatūānuku

And Papatūānuku, the terrestrial parent
from which union originates all living things

Ko Tāne-nui-a-Rangi

Tāne of a higher consciousness

Ko Hineahuone

And Hineahuone, the female element
formed from the sands of earth

Ko Hinetītama

Begat Hinetītama, the custodian of
the threshold between night and day

Ka puta te ira tangata

Their gifts formed the principles that
guided the emergence of humankind

Kia noho tika

To act in good faith and do what is right

Kia ngākau pono

To be authentic and genuine,
to be loyal and act with integrity

Kia whakaaro aroha

To be compassionate in your
thoughts, empathetic and caring

Kia whai mārama

To seek wisdom and understanding

Haumi e, hui e, tāiki e.

May these principles unite us in
purpose as we journey forth together.

This is a karakia composed for Ringa Hora by Camilla Karehana, Strategic Advisor Māori, Ringa Hora.
Ringa Hora is grateful to Camilla for this composition in support of our Ringa Hora kaupapa.

He mihi nā te Tiamana Poari, nā te Tumu, me te Poumatua

Mihi from the Ringa Hora Council Chair, Chief Executive, and Poumatua

Whāia i runga i te tika, te pono, te māramatanga, me te aroha anō o tētehi ki tētehi.

Pursue with integrity, honesty, understanding, and compassion towards each other.

We are pleased to introduce the 2023/24 Annual Report, marking another chapter in our journey towards supporting a dynamic and resilient Service sector. The achievements highlighted in this year's Annual Report are a testament to the dedication and hard work of our kaimahi, partners, and, most importantly, the industry members of the Service sector.

Throughout 2023/24, Ringa Hora has remained focused on our strategic priorities and the unique connection we provide between business and government to amplify the skills needs of industry and employers into the vocational education system. We write this report at a time when the vocational education and training system is undergoing further significant change, with consultation on the future of Workforce Development Councils completed. We are committed to continuing our work with industry to provide the qualifications, standards, and skills leadership needed for the Service sector to be successful.

The global landscape continues to evolve rapidly, presenting unprecedented challenges to economies, industries, and communities worldwide. Yet, amid these challenges, we have seen remarkable resilience and adaptability within the Service sector businesses and workforce. We know that a skilled and adaptable workforce is essential for business productivity, sustainable economic growth and societal progress. Our initiatives over the last year have centred on equipping people with the skills and knowledge necessary to thrive in service.

Deepening our understanding of our industries and their unique needs

At the heart of our efforts lies a steadfast commitment to supporting and serving the industries, businesses, and people within the Service sector. We developed an industry framework that provides a detailed understanding of the 105 industries we cover, including how each industry operates, available training, relevant qualifications, industry associations, and information about businesses in each industry. We have used this framework to inform a considered approach to delivering our functions and where and who we target our engagement efforts.

We have worked closely with industry leaders, iwi and hapū, Māori and Pacific businesses, educational institutions, and government agencies to identify emerging trends and anticipate future skills requirements. We collocated with representatives of our Hospitality industry in Tāmaki Makaurau and Business & Professional industry in Pōneke. This provided excellent avenues to regularly discuss industry challenges and opportunities. Tailored engagements with Māori and Pacific businesses have enhanced our understanding of their needs within Aviation and Financial services.

Building our capabilities to address the future workforce needs of the Service sector

We continue to build our knowledge and ability to address the evolving needs of our industries through strategic partnerships and stakeholder engagement. Our Future of the Workforce research focused on how investment in vocational education and skills training will help the workforce in Aotearoa in 2040 be one of resilience, adaptability, and Māori thriving amidst the challenges posed by digital disruption, disruptive weather events, and demographic shifts.

We published our second annual Workforce Development Plan (WDP) and nine associated Industry Action Plans (IAP) online in September 2023. These provide a strategic framework to address current and future skills needs while also ensuring alignment with industry trends and demands.

Our Investment Advice to the Tertiary Education Commission (TEC) is a key lever we use to support the Service sector in achieving long-term, transformative change in the vocational education system. Through our Investment Advice, we can influence the direction of appropriate resources to support investment in training to meet workforce and skills shortages for our regions, priority learner groups, and industries.

Growing participation in the vocational education system

This year, we've engaged in different ways. We've reached out to voices already in the vocational education system, as well as those who haven't yet engaged, with the goal of continuing to grow participation in vocational education. Central to our mission is a commitment to inclusivity and diversity. We firmly believe that a diverse workforce is not only a moral imperative but also presents a strategic advantage. By embracing diversity in all its forms, we enrich our workplaces, foster creativity, and drive innovation.

In 2024, we continued our efforts to promote inclusivity within our workforce development initiatives, with a desire to ensure that opportunities for growth and advancement are accessible to all. We are proud to have established a partnership with the New Zealand Disability Employers' Network (NZDEN) that will enable us to help workplaces and industry tap into the power of tāngata whaikaha | disabled and neurodiverse people. We are working with NZDEN to unite industry, vocational education, and the disabled community, starting with the sponsorship of their annual Disability Inclusive Pathways Conference. We are also developing a human-resources micro-credential focused on disability and neurodiversity workplace inclusion.

Delivering quality, transformational products

Our comprehensive work plan ensures that the credentials we offer our Service sector continue to be fit for purpose and meet industry needs. Our qualification review and quality assurance mahi moves ahead at pace, with 35 qualifications and 646 of our standards reviewed while also taking a new approach to moderation and engaging with 22 of our providers through on-site visits. And we are proud to have the first skills standards and micro-credentials we developed collaboratively with industry published on the NZQA framework.

Our key transformational project this year, Te Manu Arataki, takes a comprehensive look at how leadership is reflected in qualifications across vocational education to see if we can improve it. Ringa Hora is leading Te Manu Arataki as a collaborative project within Ohu Ahumahi, which enables us to harness transferable skills crucial to New Zealand's future work landscape across all industries. This provides an opportunity to drive further productivity growth and positively impact businesses and the economy.

As we reflect on the past year's achievements and look forward to the opportunities that lie ahead, we extend our deepest gratitude to all those who have contributed to our journey. Together, we continue to strive to support the Service sector so that it is prepared for today's challenges and also poised to seize tomorrow's opportunities.

In closing, we invite you to explore this year's Annual Report and discover the stories of innovation, resilience, and collaboration that define our journey. Through these initiatives, we see the contribution of our collective efforts and the desire that we all hold for a brighter future for our Service sector.

Thank you for your continued support and commitment to Ringa Hora Services Workforce Development Council.



A stylized handwritten signature in black ink.

Hinerangi Edwards
Council Chair



A stylized handwritten signature in black ink.

Kari Scrimshaw
Chief Executive



A stylized handwritten signature in black ink.

Ben Ngaia
Poumatua

Mō Ringa Hora

About Ringa Hora

Horahia ngā ringa o Ringa Hora

May the hands of Ringa Hora be in service to others

Ringa Hora Services Workforce Development Council is one of six Ohu Ahumahi¹ Workforce Development Councils established in 2021.

We aim to ensure the vocational education system meets industry skills needs through fit-for-purpose qualifications and quality delivery. We set standards, develop qualifications, and help shape the curriculum of vocational education for the Service sector. Success will mean employers, including Māori business owners, are confident that vocational education graduates are ready for work and that the future skills needs of their industry will be addressed by the vocational education system.

By forming strong partnerships, we will support the needs of our current and future workforce and their whānau, and support equitable outcomes for Māori, Pacific peoples and tāngata whaikaha | people with disabilities.

The origin of our name

The name Ringa Hora exemplifies the qualities and wishes described to us by the Interim Establishment Board of this council. These qualities included the importance placed upon us as being values-based, people-centred, and being of service to others.

Dr Joseph Te Rito, a distinguished Māori language specialist and academic suggested 'Ringa Hora' which is a favourite and often quoted aphorism on marae in Ngāti Kahungunu – Hawke's Bay, in particular the Heretaunga (Hastings) area. Dr Te Rito stated "‘ringa’ are ‘hands’, and ‘hora’ means ‘spread out’ and in this case, facing upwards. ‘Ringa hora’, the upturned, outspread hands symbolises manaakitanga, hospitality, and service." These values are fundamental to and extend throughout the whole Service sector.

The name Ringa Hora exemplifies the duty of care expected of us as an industry-led and governed organisation with a mandated responsibility to give voice and create space for more flexible learning pathways and outcomes.

We aspire to live up to our name in everything we do.



Izakai Bar & Eatery, Mount Maunganui

¹ Ohu Ahumahi are the collective Workforce Development Councils

Anga Rautaki

Strategic framework

Tō mātou whakakitenga

Our vision

Skills for life, wherever it takes you

Ō mātou whakaarotau

Our priorities

Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relationships.

Enabling a vocational education system that is led by industry priorities and insights.

Contributing to an excellent vocational education system that offers fit-for-purpose programmes, standards and qualifications.

Being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa New Zealand.

Tō mātou kaupapa

Our purpose

Ringa Hora serves Aotearoa New Zealand by responding to the current and future workforce needs of the Service sector.

Specifically, we:

- set standards, develop qualifications, and help shape vocational education to align with industry needs
- ensure appropriate vocational education programmes are being offered
- help direct investment to areas of need.

Ngā uara

Our values



Manaakitanga is central to the culture of Ringa Hora. It means that we are open and understanding, exemplifying unity, authenticity, and empathy in all that we do. Ngā Uara, our values, are demonstrated these ways:



Tika

We act in good faith and do what is right.



Pono

We are authentic and genuine.



Mārama

We seek to understand.



Aroha

We are compassionate, empathetic, and caring.

Ō mātou tāngata

Who we serve

Ngā meka matua mō te rāngai Ratonga

Key facts about the Service sector



1,143,590

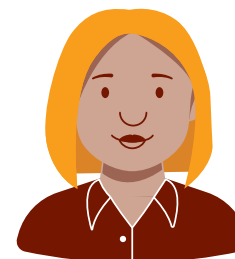
people employed by the Service sector in 2023 – over one-third of all workers in New Zealand.

\$130b+

per year to New Zealand's Gross Domestic Product (GDP) by the Service sector, over 30% of the total GDP.

339,600

Service sector businesses in New Zealand, representing around half of all businesses in the country.



62%

Of the 47,100 learners enrolled in Ringa Hora programmes, 62% are female and 33% are under the age of 25.

Ō mātou ahumahi

Our industries

The Service sector is a vital component of everyday life, encompassing a diverse range of industries that are fundamental to people's daily routines.

Our industries are:



Aviation & Airport Services

includes aircraft manufacturing and repair, airport operations, and air transport services.



Business & Professional Services

includes a wide range of businesses including legal services, accounting, parking services, business associations, and labour associations.



Cleaning Services

includes businesses that clean the interior and exterior of buildings and some other cleaning services, such as street sweeping and cleaning the inside of vehicles.



Contact Centre & Industry Support Services

includes call centres, labour supply services, gardening, and a range of administrative services.



Financial & Advisory Services

includes banks, insurance companies, and other financial services.



Government & Defence Services

includes central and local government, the justice system, and defence forces.



Hospitality & Food Services

includes accommodation, cafes and restaurants, takeaway food services, catering, pubs and bars, and clubs.



Real Estate & Rental Services

includes real estate agencies, property management companies, and car rental companies.



Retail & Distribution Services

includes businesses that are involved in the wholesale and retail of a range of products, such as fuel, groceries, houseware, and clothing.



Security Services

includes businesses involved in security services, such as security guards, event staff, and electronic security technicians.



Tourism & Travel Services

includes a range of businesses that provide services to tourists and travellers. It is a cross-cutting industry that is defined differently to other Ringa Hora industries. It includes parts of other industries, such as hospitality, retail, and aviation.

Ngā kaupapa matua

Major activities



Inaugural Māori Service Sector Forum event

Tuia 2023 The evolving future of Māori in the Service Sector

17 SEPTEMBER 2023

Memorandum of Collaboration between the Pacific Business Trust and Ohu Ahumahi Workforce Development Councils signed

1 SEPTEMBER 2023



National External Moderation Plan 2024 published

10 JANUARY 2024

Inaugural joint Qualifications and Quality Assurance Self-Assessment report submitted to NZQA

AUGUST 2023

First Ohu Ahumahi Te Tiriti o Waitangi Working Group hui

21-22 AUGUST 2023

Workforce Development Plan and nine Industry Action Plans published

SEPTEMBER 2023

Began Te Manu Arataki Leadership Qualification Suite Project, which includes extensive industry engagement, research, and qualification development

NOVEMBER 2023

2023

Quality Assurance Sector Summaries published
MARCH 2024

Ringa Hora 2025 Investment Advice published
7 MARCH 2024

First Ringa Hora skill standard published on the NZQA framework
APRIL 2024



Vocational pathways framework Te Mata Ārahi Manomano launched
MAY 2024

First Ringa Hora micro-credential approved – License Controller Qualification (LCQ)
JUNE 2024

Establishment of Pīata Mai Industry Workforce Steering Group in collaboration with Business Events Industry Aotearoa (BEIA)
JUNE 2024



The Architect of my Future report published

Collaborative research project with Tokona te Raki, Toi Mai, and Muka Tangata

JANUARY 2024

Partnership established with the New Zealand Disability Employment Network (NZDEN)
14 MAY 2024



Kaupapa Māori Aviation Hui, Whareroa Marae, Tauranga
28 MAY 2024

Future of Service Skills qualification and skill standards approved by the NZQA
JUNE 2024

He Tirohanga At a glance

Our impact



Qualifications reviewed



Standards reviewed



New credentials developed:
skill standards, micro-credentials, qualifications



Programme endorsement applications processed



Assessments pre-moderated



Assessments post-moderated



Provider site visits

Engagement

1,248

Total engagements

1,176

In-person

16

webinars with 255 attendees

Strategy

6

Formal research and insights for industry

10

Workforce Development and Action Plans

Advice to TEC



Reports to TEC

Ko ō tātou whakatutukitanga me ngā pānga Our achievements and impact

The following sections describe our main achievements and impact against our core functions since our establishment in October 2021, and signal how these lay the foundations for the future.



Te whakamana i Te Tiriti o Waitangi me te tautoko i a Ngāi Māori me te Karauna

Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relations

This commitment underpins everything we do – how we engage, how we work, and how we help ensure Te Ao Māori values are central to Ringa Hora as an organisation and to the entire vocational education system.

Ringa Hora has led a variety of initiatives on behalf of all Ohu Ahumahi that support us collectively to give effect to our responsibilities to Te Tiriti o Waitangi. These are:

He Rau Ranga Tira

Our Ringa Hora Poumatua, alongside Te Herenga Kura, led the design of *He Rau Ranga Tira*, a collective kaupapa supporting Ohu Ahumahi and Hāpaitia to understand, develop and grow in giving practical effect to Te Tiriti o Waitangi and supporting Māori Crown relations.

Its purpose is to:

- provide guidance to all Ohu Ahumahi kaimahi regardless of role
- provide guidance on self-reflection practices that inform ongoing improvement
- centralise learning and practice from each WDC for the benefit of all Ohu Ahumahi.

He Rau Ranga Tira includes practical tools so each WDC can make progress and prioritise actions that are most relevant to their context. He Rau Ranga Tira allows kaimahi in all roles to plan, do, and reflect on their mahi and progress toward the vision of their WDC. This will ensure Māori aspirations for industries and workforce learning systems continuously inform strategy, decision-making, and activities throughout Ohu Ahumahi.

Ringa Hora and all Ohu Ahumahi have already benefited from He Rau Ranga Tira, which was completed in June 2024. This kaupapa has assisted in progressing current and forecasted initiatives that align with Te Tiriti o Waitangi.

Mātauranga Māori

Ringa Hora supported the completion of the mātauranga Māori high-level guidelines. These guidelines are designed to support all kaimahi to develop their understanding of mātauranga Māori and how mātauranga Māori can be applied to their roles. The guidelines were designed by and for kaimahi to direct them in their approaches to working with ākonga, whānau, hapū, iwi, and Māori businesses. They are intended to advise kaimahi in applying and amplifying the Māori voice within their mahi.

Work on a suite of more detailed operational guidelines is in progress. The *Mātauranga Māori Operational Guidelines for Engagement*, which support the Māori, Iwi & Hapū Engagement Strategy (outlined below) have been completed, while the guidelines for Qualifications and Quality Assurance, and Strategy, Insights and Research are in progress and set to be completed in the next financial year.

Building internal capability

Internally, Ringa Hora conducted surveys with our kaimahi to understand their needs and goals relating to Te Ao Māori. We identified the desire of kaimahi to enhance their te reo Māori cultural capabilities and to grow their understanding of Te Tiriti o Waitangi. As a result, we have implemented these initiatives:

- **Te Ataarangi** – A te reo Māori and tikanga based course that supports kaimahi to understand and build confidence in developing their te reo Māori and tikanga knowledge and skills.
- **Kaupapa Kōrero** – Regular sessions developed by Ringa Hora where kaimahi can learn and discuss kaupapa of significance from a Te Ao Māori context.
- **Ngā Ringa Manaaki** – A cross-Ringa Hora working group established to develop and implement internal initiatives aimed at strengthening Ringa Hora's cultural capability relating to Te Ao Māori.



Te Rōpū Kaitakawaenga engagement with Ngāti Whātua Ōrakei

Māori, Iwi & Hapū Engagement Strategy

Ringa Hora supported the design of Te Tūmatakahuki, the Māori, Iwi & Hapū Engagement Strategy for all Ohu Ahumahi. This strategy enhances the structure and effectiveness of the engagement efforts of Ringa Hora alongside all Ohu Ahumahi, focusing on the aspirations of Māori, iwi and hapū. The strategy underpins the collaborative work programme of Te Rōpū Kaitakawaenga – the Ohu Ahumahi Collective Māori Engagement group.

Te Rōpū Kaitakawaenga gives effect to the commitment of Ohu Ahumahi to Te Tiriti o Waitangi and Māori Crown relationships by planning regional collective engagements to amplify the voice of iwi and Māori communities. To achieve its objectives, Te Rōpū Kaitakawaenga advocates for collaboration across all Ohu Ahumahi business functions. Additionally, the rōpū aims to help reduce consultation fatigue for Māori by sharing resources and networks appropriately.

The effectiveness of Te Rōpū Kaitakawaenga is strengthened through the Mātauranga Māori Operational Engagement Guidelines. The guidelines support preparation before engagements, the engagement process itself, and post-engagement iwi-endorsed reports containing insights, actions, and recommendations. As a result of our collective engagements, Ringa Hora has identified and delivered specific initiatives. These

include supporting the development of the Te Rūnanga o Toa Rangatira Iwi Café, credentialling the Wāhine Taiea Leadership programme in partnership with Ngāti Toa Rangatira and a local training provider, Whitireia, and identifying regional and iwi support for Tuia 2024, our national event that brings together Māori industry from across all our Service sectors.

Ringa Aro

Ringa Hora is dedicated to ensuring meaningful representation of Māori voices in our qualification and quality assurance processes right from the start. Our Ringa Aro team, consisting of our Kaiarahi Māori, Kaitohutohu Mātauranga Māori, and Pacific Advisor, plays a crucial role in providing our Qualifications and Quality Assurance teams with valuable mātauranga Māori and Pacific context, as well as offering guidance on reo Māori and Pacific languages.

In support of our qualifications and standards development mahi, Ringa Aro provided valuable input into various qualification development projects, such as Te Manu Arataki Leadership project, the creation of a new storytelling skill standard, and the development of a micro-credential for Ngāti Toa Rangatira. Additionally, Ringa Aro has played a key role in supporting our quality assurance team's collaboration with training providers to help them integrate mātauranga Māori

into their programmes, and on working with mana whenua to ensure local mātauranga Māori is included in programmes, where possible, to ensure programmes meet their needs.

In their language guidance role, Ringa Aro has begun translating our Waihangatia te Āmua Ao | Future of Service Skills qualification and skill standards into te reo Māori. This includes the 'Work effectively in a team to foster a safe, sustainable, and productive workplace' and 'Apply customer service techniques to provide quality customer service interactions' skill standards. We are excited to see this come to fruition as it will be the first skill standards developed by Ohu Ahumahi available in both English and te reo Māori.



Riley Te Riini, Kaitohutohu Mātauranga Māori, Kaupapa Māori Aviation Hui



Aronga whāiti Spotlight

Te tautoko i te angitū o Ngāi Māori i roto i te Rāngai Ratonga

Empowering Māori success within the Service sector

In September, Ringa Hora hosted Tuia 2023, our inaugural annual Māori Service Sector Forum event. The purpose of the forum is to amplify the voice of Māori within the Service industries by providing opportunities for Māori businesses to connect, relate, and grow while providing insights to Ringa Hora, giving effect to our role in supporting Māori succeeding as Māori.

As an annual event, Tuia provides a source of knowledge to inform qualification development and quality assurance, supports the representation of Māori in key documentation produced by Ringa Hora, connects Māori with associations and advisory groups to combat underrepresentation, and optimises our engagement. Tuia 2023 provided a dedicated hui for Māori and allowed Ringa Hora to deliver an event from a Te Ao Māori perspective, by focusing on and practising ngā uara | our values in every aspect of planning, engaging, working internally, and receiving and caring for our Māori industry manuhiri.



Tuia 2023 attendees participate in the future of the workforce workshop

Tuia 2023 explored how Māori businesses contribute to a thriving Service sector and the importance of attracting a Māori workforce to Service sector roles. The speakers and panellists provided insights gained from their extensive business experience and conveyed the power of using whanaungatanga, inclusivity, and diversity within their workplaces. An interactive wānanga in the afternoon facilitated by Tokona te Raki gathered Māori and rangatahi voices for our Future of the Workforce research.

Tuia 2023 was well received, with attendees expressing appreciation for the empowering kōrero shared and the networking opportunities. One attendee noted, “having rangatahi and experienced practitioners’ voices in the panel provided a very good cross-section of viewpoints, learnings, and implementation methods,” highlighting the diverse perspectives offered.

Another participant echoed this sentiment, saying that Tuia 2023 was “... [the] best conference they had been to after a long time” and thanked Ringa Hora for the key “learnings”.

We continue to grow our Māori Service Sector Forum, implementing a tailored newsletter, kaupapa Māori hui, and project-specific workshops enabling our attendees to build on the connections formed at Tuia 2023. Planning for the next Tuia conference in late 2024 in the Waikato-Tainui rohe is underway.



Bianca Elkington, Jamie Williams, Taylor Ramsbottom, Te Karanga O Te Tui Marino and Hinerangi Edwards, panel discussion, Tuia 2023

“

...having rangatahi and experienced practitioners’ voices in the panel provided a very good cross-section of viewpoints, learnings, and implementation methods.

Te hautūtanga me te whai wāhi

Leadership and engagement

Our goal is to build a vocational education system shaped by industry priorities and insights. We continue to improve our partnerships and connections with industry leaders and key partners across the Service sector. This allows us to better understand their needs, build regional responsiveness, and align our initiatives to meet workforce aspirations. Our commitment to manaakitanga guides our efforts, ensuring support for Māori, Pacific peoples, and tāngata whaikaha.

Ā mātou whai wāhi

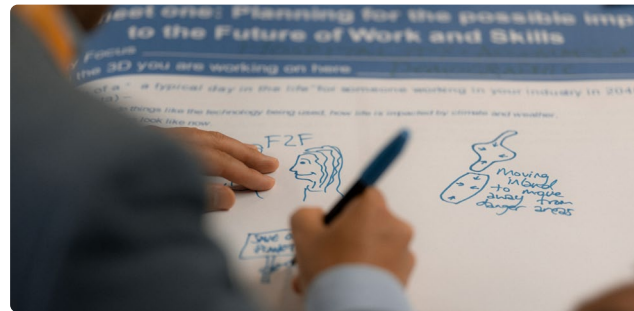
Our engagement

We worked to evolve the way we engage. We have carefully built a strong network of relationships with industry and the priority groups we serve, tailoring our approach to meet each group's specific needs and aspirations.

Broader and deeper industry relationships

Over the past year, we have broadened our reach and forged new relationships across the Service sector, directly connecting with individual businesses and national organisations.

Of the 1,248 sector engagements during the year, 94% were face-to-face (either in person or virtually).



Ringa Hora Industry Framework

We want industry to be at the heart of decision-making. To achieve this, we need a deep understanding of the various parts of the Service sector, and strong connections across its industries. This will allow us to consider the full range of industry perspectives and voices. To help build this understanding, we developed the Industry Framework during the first 6 months of 2024.

The Industry Framework has descriptive information from each of the 105 industries we cover, including the way each industry operates, available training, relevant qualifications, industry associations, and some key statistics. It also provides lists of the most significant businesses in each industry grouping at both national and regional levels. Additionally, the framework offers detailed quantitative information about businesses in each industry, such as business size, regional distributions, and data on business openings and closures.

The completed Industry Framework will be a central point for Ringa Hora's collective knowledge about each industry. It will ensure we understand gaps in our engagement, will inform how we prioritise our engagement efforts, and assist in developing Industry Advisory Groups. It will also help shape monthly internal hui, focusing on insights and turning them into transformative actions.

Collocation partnership opportunities

We have used collocation with our industries as a method of getting in-depth knowledge of industries' priorities.

Ringa Hora collocated with HospitalityNZ for eight months in Tāmaki Makaurau. This provided an excellent avenue to regularly discuss the challenges and opportunities of the Hospitality industry. We were able to brainstorm together, discuss ideas, and plan new projects. This included input into Investment Advice and help in developing new qualifications and products, which could be tried and tested with feedback directly from an industry perspective. We were able to learn firsthand about any disadvantages and challenges faced in their operations and work directly on projects with them.

We also have our Pacific Transformation Lead collocated in a Pōneke central city business hub one day a week. The hub brings Ringa Hora together with Wellington Pasifika Business Network, Wellington Chamber of Commerce, Pacific Business Trust, and WellingtonNZ (the region's Economic Development Agency) in one space, with Business NZ and Infrastructure NZ close by.

Relationships built through this opportunity have led to collaborative events with these key business networks. These have included a series of events showcasing the career pathways of local Pacific business members, raising awareness of Ringa Hora qualification products, and an upcoming event

with the Power of Three (Wellington Chamber of Commerce, Te Awe Māori Business Network and Wellington Pasifika Business Network). Scheduled for late July 2024, the event will contribute to the large-scale review of the Business suite of qualifications and standards.



Pasifika event in partnership with WellingtonNZ, Wellington Pasifika Business Network and Pacific Business Trust, April 2024

Kaupapa Māori Aviation hui

We held our first industry hui for Māori aviation industry members on the home soil of Ngāti Kuku and Ngāi Tūkairangi hapū at Whareroa Marae in the rohe of Tauranga Moana. The hui was the first time Ringa Hora has been able to welcome whānau Māori within the Aviation & Airport Services industry to whakawhanaungatanga, to hui and to wānanga about Māori aviation. The event provided a forum for Māori in aviation, kaimahi, whānau, hapū, and interested partners to participate in sharing kōrero, identifying challenges, and future thinking for Māori within the aviation industry. Hui participants and panel experts shared their experiences, examples, opportunities for identifying and approaching challenges, and ways to support the current and future Māori workforce.

From the hui, we shaped a thematic view of developing the Māori aviation workforce, then dove deeper into pathways, careers, and training. Ideas for action were identified, and the insights gathered will be used to shape our Workforce Development Industry Action Plan. These will feed into other transformational projects such as Te Manu Arataki Leadership Project, Shaping the Future of Service Skills (Waihangatia te Āmua Ao), and Māori and Pacific Transformation & Engagement Plans. We look forward to continuing this mahi and welcome further industry guidance and information.



Darin Kauwhata, Māori Transformation Lead, Kaupapa Māori Aviation Hui

Cross Ohu Ahumahi engagement with industry

We collaborate on engagement with industry where we have joint coverage with other Ohu Ahumahi.

National Industry Advisory Group (NIAG) for Supply Chain and Distribution

We collaborated with Hanga-Aro-Rau to create a National Industry Advisory Group (NIAG) for Supply Chain and Distribution. The NIAG has committed to meeting three times a year and aims to provide a forum for members to provide strategic advice, feedback, and direction regarding trends and performances within the sector. This feedback will help guide the distribution industry's qualifications and investment funding directions.

The first hui was hosted by Ringa Hora and Hanga-Aro-Rau in November and included representatives from a wide range of businesses, including Māori and Pacific business owners. One member expressed their impressions of the NIAG: "I wanted to join the NIAG to see what it was about. After the first meeting, I like that you guys are listening and you understand the needs of Māori and Pacific workers here in South Auckland".

Joint engagement with Rocket Lab with Hanga-Aro-Rau

Rocket Lab is widely considered a global leader in launching small close orbit satellites. They are focused on recruiting and training their team straight from school, with a strong internal training and promotional structure. Ringa Hora and Hanga-Aro-Rau engaged with Rocket Lab to discuss their training requirements, particularly the apprenticeship programme they are setting up. As a result of this engagement, several action points were identified, such as investigating and developing Aerospace gateway options from school, supporting leadership qualifications for staff development and building an Aerospace profile for TEC's Tahatū website.

Ringa Hora also completed qualification development for the New Zealand Certificate in Aerospace Engineering (Level 4) and fast-tracked endorsement when the programme application from Te Pūkenga was ready. The programme is now being delivered.



Duane Mackwood, Ringa Hora Industry Engagement Lead, and Supply Chain and Distribution NIAG member, Anita Va'afusuaga

Enhancing our understanding of Pacific needs within the Service sector

Memorandum of Collaboration (MoC) with the Pacific Business Trust and Ohu Ahumahi

Developed with the Ohu Ahumahi Chief Advisor – Pacific, the Memorandum of Collaboration (MoC) between The Pacific Business Trust (PBT) and Ohu Ahumahi emphasises our commitment to Aotearoa New Zealand's Pacific workforce. This partnership aims to enhance career pathways and build a pipeline of Pacific talent with industry-relevant skills. By combining Ohu Ahumahi's skills leadership with PBT's business and community connections, the MoC promotes collaboration to deliver high-quality, relevant qualifications.

The MoC aligns engagement efforts, reduces duplication, and ensures Pacific learners and employees are prepared for emerging opportunities. This partnership drives sustainable growth, enabling Pacific businesses to achieve their goals.

The collaboration will strengthen data capabilities on Pacific Peoples, enhancing decision-making and understanding of their needs and outcomes. This data-driven approach will support Pacific learners and businesses more effectively, ensuring impactful initiatives.

P.A.C.I.F.I.C.A Inc Leadership & Future of Work workshop

We attended the Pacific Allied Women's Council 46th National Conference & AGM 2024 'Women's right to Wellness' in February, where our Pacific Transformation Lead facilitated the Pacific Women's Leadership & Future of Work session.

The workshop gathered insights regarding improving access to employment opportunities through training, enabling career progression and pathways, and the importance of leadership qualities for Pacific women. These insights have provided a much-needed Pacific lens to projects such as our Workforce Development Plans and Te Manu Arataki Leadership Project, and opened opportunities to work further with P.A.C.I.F.I.C.A Inc in future employment and education initiatives.

Ā-Kiwa provider visits

The Ringa Hora Ā-Kiwa cross-functional team of Pacific kaimahi visited several Pacific-owned providers who deliver training to predominantly Pacific learner cohorts across our Service sector. The purpose of these visits was to develop a better understanding of Pacific learners' experiences and their career pathway from study to employment.

We recognised in our providers a deep passion to help learners thrive regardless of their circumstances, which was evident in the extent of pastoral care offered to students. Their connection to industry was strong and there was a sense of excitement about the opportunities available for their learners, particularly through championing transferrable skills as a way for learners to keep their options open. This work will help inform our Pacific Services Roadmap for the next year.



Ringa Hora Ā-Kiwa visit New Zealand School of Tourism
Auckland Airport Campus

Raising the profile of the Service sector for rangatahi

Throughout the year, Ringa Hora has invested significant time into building awareness of meaningful pathways into the Service sector for rangatahi. To achieve this, our senior pathways advisor has established strong relationships with career development and teacher associations and exhibited at careers expos for secondary students.

We have also worked with Technology Education New Zealand (TENZ) and Home Economics & Technology Teachers Association of New Zealand (HETTANZ) on qualification developments and reviews. These engagements have focused on whether the current unit standards and the development of new skill standards are fit for purpose. Insights from these engagements have fed directly into our qualification development work, which is specifically aligned with our Culinary Koha project.



Hinewai Quensell (right), Ringa Hora, and Katy Cottrell, Waihangara Rau, presented at the TENZ Conference in Ōtautahi Christchurch

Aronga whāiti Spotlight

Te tautoko i te mana taurite mō Ngāi Māori i roto i te ahumahi Ratonga Ahumoni me te Whakamāherehere

Improving equity for Māori within the Financial & Advisory Services industry

Ringa Hora is supporting the Tāwhia Banking Rōpū as it advocates greater Māori representation within the Financial & Advisory industry. Tāwhia Banking Rōpū was formed post-COVID to share ideas and deepen the understanding of key issues for Māori within banking. Tāwhia pou 'Te Pou Tū-a-Rongo' aims to increase representation of Māori in the financial services industry.

We facilitated a collective hui with Tāwhia and Professional IQ, a training provider dedicated to increasing Māori and Pacific representation in the finance industry by offering learning programmes and mentoring support. The hui explored developing programmes that focus on compliance and regulatory requirements, which are essential to understanding the banking sector, as well as embedding kaupapa Māori cultural capability across Professional IQ's programmes.

Ringa Hora invested in a joint stand at the Porirua Careers Expo to enhance visibility for the financial sector and showcase it as a viable career path for Māori youth, supporting our commitment to increasing diversity. The expo provided a collaborative space for Tāwhia Banking Rōpū, allowing them to focus on engagement and outreach. It enabled them to connect with rangatahi, parents, and educators, demystifying the finance industry, and showcasing successful Māori professionals and aligns with our broader strategy to drive equity and representation in the industry.



Bobi Te Runa and Elkan Seaga, Ringa Hora, with members of the Tāwhia Banking Rōpū, Porirua Careers Expo

Te anganui ki ngā kaupapa matua o te kāhui kaimahi

Addressing workforce priorities and challenges

Ringa Hora is committed to addressing the workforce priorities and challenges within the Service sector, ensuring the vocational education system stays relevant and responsive. By engaging with industry leaders and stakeholders, we identify critical areas of need and develop strategic solutions to address these challenges.



Arpo Deer, Skills Consulting Group, participates in the Future of the workforce research workshop at Tuia 2023

Our efforts help employers and industries meet their skills needs, improve learner-worker experiences in the Service sector, and guide awareness of the importance of vocational education and training.

Workforce forecast project

A common theme expressed by industry is the lack of consensus on workforce needs and whether these needs can be met. Following discussion with several industry associations and key stakeholders, we initiated a workforce forecast project to identify the workforce demand and shortages in Hospitality, Retail, Tourism, Finance, Security, and Cleaning industries.

The project involves developing a web-based data platform, which will provide an informed and impartial view of workforce forecasts by location and timing for each of the industries covered. The platform will include the number and type of skills required, and whether there are any anticipated skills shortages. The intent is for the platform to enable industry stakeholders, Ringa Hora and other agencies to produce different workforce forecasts, allowing better understanding of anticipated gaps. We plan to deliver the project by December 2024.

Future of the workforce research

In late 2023, together with Toi Mai and Muka Tangata, we partnered with Tokona Te Raki on the WDC future workforce research project, *The Architect of my Future*. This research project explored crucial questions about workforce transformation and the implications for vocational education and skills training in the future, recognising the complex interplay of societal, economic, technological, and environmental changes.

To help enrich this work during this period, we participated in a wide range of engagements with rangatahi, pakihi Māori | Māori businesses, and communities to find out their perspectives.

The study concluded that the vision for Aotearoa's workforce in 2040 is one of resilience, adaptability, and Māori thriving amidst the challenges posed by digital disruption, disruptive weather events, and demographic shifts. The strategies outlined in the report reflect a commitment to not only address these challenges but transform them into opportunities for growth and empowerment.

We are using the rich insights gained from this research to understand the potential future direction for vocational education and skills investment – an important part of our mahi.

Adoption of artificial intelligence in the Service sector

We have initiated a project on artificial intelligence (AI) in the Service sector to explore its potential in boosting productivity, particularly for small and medium enterprises (SMEs).

We believe that technology and AI can significantly enhance productivity in New Zealand's Service sector. This includes using simple tools such as virtual assistants to improve customer service, AI-enabled inventory and invoicing support, using AI to coach staff, or using regenerative AI to draft emails or social media content. AI will also enable businesses to focus on the importance of delivering great service with a limited number of human interactions.

Insights suggest that the adoption of AI tools in New Zealand is relatively slow compared to other developed countries. Through this exploratory project, we aim to identify specific ways to support the use of AI and develop a step-by-step guide to help SMEs within the Service sector to implement new ways of working.

Mata Ārahi Manomano

Ringa Hora led the Ohu Ahumahi collaborative development of the Mata Ārahi Manomano careers pathway framework. Mata Ārahi Manomano aims to assist learners and their whānau in navigating career pathways, provides best practice guidelines for Ohu Ahumahi on advocating for career pathways within their industries, and highlights a consistent approach to reviewing and creating pathways. It also serves as a tool for providers and industries, helping them better prepare to receive our ākonga learners.

This framework honours the principles of Te Tiriti o Waitangi by applying a Te Ao Māori perspective combined with career development theory and practice that promotes a partnership model focused on ākonga learners. This is demonstrated by ensuring fair and equitable outcomes, being inclusive of priority groups, and contributing to an education system that allows people to reach their full potential in any occupation. It fosters dialogue with learners, employees, tāngata whenua, and industry, and ensures the continuation of industry input in qualifications. This initiative will enhance our leadership function and improve our overall effectiveness in supporting career development across all sectors.



Ringa Awhi fund

The Ringa Awhi fund was created with surplus funds of approximately \$5.4m held by Service IQ and transferred to Ringa Hora when it was established. The purpose of the Ringa Awhi fund is to facilitate collaborative workforce skills leadership and/or brokerage initiatives or projects within the Aviation, Tourism, Travel, Retail and Hospitality industries. The fund is accessible to industry associations in those industries through a process which is managed by Ringa Hora in collaboration with industry representatives.

The funds are divided approximately into thirds, with one-third for Retail, one-third for Hospitality, and one-third for Aviation, Tourism & Travel. We have worked with associations across these industries to enable a variety of projects focusing on workforce development.

These projects will be supported by Ringa Awhi in the coming year.

Aviation Industry Association NZ model

The first Aviation project was approved in late 2023. This project is a partnership between the Aviation Industry Association NZ and research company Scarlatti. It aims to ensure Aotearoa New Zealand has a sustained and diverse supply of people for roles across the aviation industry, including pilots and aerospace engineers. The model will focus on estimating the workforce needs of the aviation industry and how this may be met. The project will help ensure the presence of high-quality training and establish pathways to employment while reducing workforce barriers for learners and industry. It is due to be completed in August 2024.

Tourism Industry Aotearoa (TIA) reports

A series of three reports for the Tourism Industry Aotearoa (TIA) are being externally developed to gather information relevant to tourism businesses. These reports will provide a comprehensive overview of evidenced needs from the industry and will be used to inform delivery of Ringa Hora's mahi. The second report was delivered during this reporting period. Findings in the report revealed that over half of tourism businesses are not currently hiring, with common challenges including a lack of quality applicants,

unrealistic salary expectations, and insufficient worker accommodation. We have begun identifying common themes from these reports to inform future Workforce Development Plans and Industry Action Plans.

The Rangatahi Leadership Group project

This project was established in November 2023 through the Restaurant Association of New Zealand (RANZ) and their network. Its aim is to advise members on creating future-forward workplaces, strengthening the hospitality industry by enhancing skills, and establishing robust career pathways to support both upward and lateral progression. It also seeks to provide relevant spaces and platforms for networking, collaboration, and mutual support among young professionals. The industry has expressed appreciation for Ringa Hora, stating that it has been instrumental in supporting this important initiative, the first of its kind in the industry.

Retail NZ Perceptions report

Retail NZ has produced a research piece, Retail NZ – Perceptions of Retail, identifying the perceptions of retail and the knowledge gap discouraging people from joining the retail industry. This research on the perceptions of retail as a career covered a diverse range of the population, including a survey of 2000 kiwis and retailers. Retail NZ also released a perception campaign, which identified a series of creative and media solutions to address these challenges including amplifying real stories from real people working in retail, using TikTok, challenging news narratives, promoting speed meets, recruitment name tags, mentoring, podcast partnerships, exploration days with retailers, and mockumentaries challenging outdated views on retail.



The Welder, Ōtautahi Christchurch

Aronga whāiti Spotlight

Te Mahere Whakawhanake Kāhui Kaimahi me ngā Mahere Tukanga Ahumahi

Workforce Development Plan and Industry Action Plans

We published our second annual Workforce Development Plan (WDP) and nine associated Industry Action Plans (IAP) online in September 2023. These plans are centred around four key aho strands: Māori success, attracting and retaining future workers, developing broad skills, and creating uplifting job opportunities.

Through these plans, we encourage collaboration and understanding within the Service sector to drive real change for our industries, Māori, iwi and hapū, and other key groups we serve. The plans also highlight key concerns for the Service sector, including how we can foster meaningful relationships with Māori businesses, address the impacts of climate change, skill shortages, retention issues and rising living costs, and how to promote diversity. These plans will provide Ringa Hora with a strategic framework to address current and future skills needs while also ensuring alignment with industry trends and demands.

We have received positive feedback from these plans, which included praise for the innovative approaches outlined and alignment with current and future workforce needs. One industry group highlighted the value of the initiatives presented, stating, “Industry found it valuable as it provides clear actions/initiatives that are achievable, would actually make a difference, and were created with industry input.”

Industry has also expressed gratitude for the informative data and infographics, advising that it is “challenging and expensive to collect that information”. A key benefit has been industry access to use and redistribute these resources when advocating for the Service sector.

The WDP and IAPs were developed based on industry insights from our engagement teams, research, and administrative data for the Service sector. They will be published with a staggered release during the last half of 2024.

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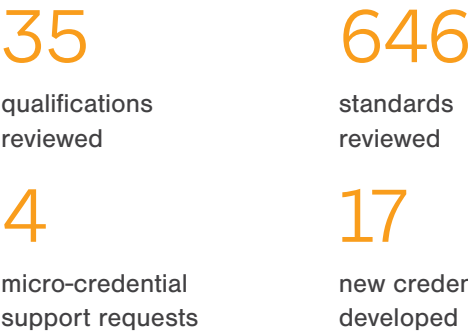
Te whakawhanake me te tautuhi i ngā paerewa me ngā tohu mātauranga

Developing and setting standards and qualifications

We play a pivotal role in translating the Service sector’s skills gaps and needs into accessible, relevant standards, qualifications and learning products tailored to industry needs. We continue to take a transformational and collaborative approach to qualification development that ensures our priority learners are represented and considers regional impacts, skills shortages, and workforce demands.

Ngā arotake me ngā whanaketanga

Regular reviews and developments



Our Qualifications team has a comprehensive annual work plan maintaining the qualifications and standards under our scope, as well as developing the new credentials that industry has identified as necessary. Having cleared the backlog of products due for review in 2023, we have completed all qualification and standard reviews up to June 2024 and are on track for delivering the remaining work outlined in our 2024 work plan. During this period, we began a significant review of the business suite of qualifications and standards, which will have implications across all Ohu Ahumahi coverage areas.

In May, our first skill standards were published on the NZQA framework, with more under development. There has been great interest in the development of micro-credentials, with requests for micro-credential support from our providers throughout the year. We are developing new micro-credentials and our first was approved in June 2024.

Our inaugural self-assessment report was well received by NZQA, who were satisfied that Ringa Hora has fulfilled its standard-setting and national external moderation functions.

New skill standard created for tourism industry

A proposed new skill standard has been developed to help learners excel as storytellers, particularly in the tourism industry. The idea for the new skill standard, *Perform as a Storyteller for Visitors*, was driven by industry, informed by the Tourism Industry Transformation Plan, and one of the key recommendations made at our Kaupapa Māori Tourism Hui with industry last year.

Learners of the new skill standard will be able to deliver an authentic and culturally-enriched service experience for visitors, contributing to a deeper understanding and appreciation of Aotearoa’s places, history, and culture while actively mastering the art of storytelling.

New skill standards enhance security training in New Zealand

Four new security skill standards have been introduced to align with aspects of the New Zealand Certificate in Security (Foundation) (Level 3) qualification. The skill standards cover technical competencies and service delivery skills essential for security professionals. They are complemented by proposed new Service sector skill standards focusing on communication and teamwork, as well as standards required for obtaining a Certificate of Approval (COA) from the Private Security Personnel Licensing Authority (PSPLA).

The new standards are part of a wider effort to integrate skill standards into programmes towards qualifications and micro-credentials. New Zealand Security Association CEO Gary Morrison says they were pleased to be a part of the industry members who worked with Ringa Hora on the review.

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As part of this process, we have been mindful that the standards are covered by legislation and, therefore, cannot be substantially changed. However, there has been a strong focus on strengthening the content and establishing specific outcomes for both the delivery and moderation processes. We are very confident that these changes will lift the quality of the COA Training and assist in keeping our workers safe.



Tour guide, Te Puia, Rotorua

New micro-credential helps training provision for liquor licence holders

Ringa Hora's first micro-credential registered on the New Zealand Qualifications and Credentials Framework is the Licence Controller Qualification (LCQ). This credential consists of two unit standards and is designed for individuals responsible for the sale and supply of liquor who need knowledge of the Sale and Supply of Alcohol Act 2012, and for those in charge of licensed premises.

The LCQ micro-credential was developed to create a single, nationally-available micro-credential that all providers across the country could seek accreditation to deliver. This approach avoids the need for individual providers to develop multiple, essentially identical, micro-credentials.

Having a single source for credentials linked to licensing provides regulators and employers with confidence in the consistency of training, making unit standards and micro-credentials valuable tools for providers.

First skill standard developed as part of collaborative project

Our first approved Ringa Hora skill standard was developed as part of a Toi Mai project to create a micro-credential for contract workers within the screen industry. Three standards were identified as required. Two were developed by Toi Mai specifically for the screen industry. The third standard for business financial skills was recognised as one that could apply to self-employed contractors in all industries. This comes under the remit of Ringa Hora, as we are responsible for developing standards for the business and professional industry.

The standard was developed with input from Toi Mai and other Ohu Ahumahi and is now live and registered on the New Zealand Qualifications Framework.



Austin Club, Ōtautahi Christchurch

Te whakawhanake i ngā tohu mātauranga me ngā paerewa hou

Developing new transformational qualifications and standards

Te Manu Arataki

Leadership Project

Our key transformational project this year, Te Manu Arataki, aims to improve leadership capability across all New Zealand industries, providing an opportunity to drive further productivity growth and positively impact businesses and the economy. Ringa Hora is leading Te Manu Arataki as a collaborative project within Ohu Ahumahi, which enables us to harness transferable skills crucial to New Zealand's future work landscape across all industries.

The project seeks to:

- enhance the quality of leadership training credentials by reviewing existing leadership credentials across the vocational education sector and develop new products where appropriate
- create initiatives that enhance the uptake of upskilling activities to increase leadership capabilities across the industries we serve.

The project has four key stages: environmental scan, public consultation, qualification review and development, and final consultation.

The Ringa Hora research team conducted an extensive environmental scan of New Zealand leadership and thematically grouped the findings, which helped inform discussions in our consultative phase. Our project steering group coordinated engagement efforts across Ohu Ahumahi, ensuring a wide range of voices were captured. We publicly consulted in a variety of ways, including interviews with individuals, presentations and workshops with organisations and industry associations, and 10 targeted webinars gathering insights from industry professionals, education providers, kaupapa Māori and Pacific Peoples. We held a regional rangatahi hui in South Waikato, the first for Ohu Ahumahi, which was attended by five local secondary schools, including a full immersion kura kaupapa Māori. We summarised findings from our engagements and the insights gained will be used to guide our qualification review and development process.

We are now in phase three of this project. Working and consultation groups have been created to inform the qualification review and development of any new products required. The project is scheduled for completion by the end of 2024.



Te Kura Kaupapa Māori o Te Hīringa student participates in Te Manu Arataki rangatahi workshop, Tokoroa

Shaping the Future of Service Skills

The Waihangatia te Āmua Ao: Shaping the Future of Service Skills (FoSS) project has been instrumental in identifying the future of credentials and standards within the Service sector.

By consolidating 30 qualifications, we aim to establish a foundation of shared skills and enhance the overall capability of our Service sector workforce. This will ensure consistency and quality across businesses while providing clear pathways for employee growth and development.

We are steadily progressing toward our goal of developing concise, stackable credentials that align with the needs and aspirations of our industries. From the industry insights gathered during our extensive engagement and consultation phase last year, we developed a common core qualification, two supporting essential skills standards focused on customer service and communication, and a micro-credential.

NZQA has approved the common core qualification and skills standards and the micro-credential has been submitted for NZQA approval. Industry-specific technical skill standards and micro-credentials are being developed for learning outcomes-based programmes. This gives providers the flexibility to use our new credentials immediately within their current programmes.

In July, we will work with a provider to create a pre-moderated pilot programme for Hospitality that maps to the approved Future of Service Skills qualification.



Durham Precinct, Ngāruawāhia, Waikato

Aronga whāiti Spotlight

Ko te pōkaitahi pūkenga ture hou e whakaatu ana i te hononga ahumahi

New legal skills certificate highlights
industry partnership

A new qualification listed on the New Zealand Qualifications and Credentials Framework (NZQCF) has replaced the current Professional Legal Studies Course for trainee barristers and solicitors after a successful collaboration between the legal profession and Ringa Hora.

The new certificate allows for the Professional Legal Studies (Profs) programme, a prerequisite to admission to the bar as a barrister and solicitor, to continue, and most importantly means learners will continue to have access to student loans and student support.

“Continued access to student loans and allowances for this course is essential to ensure diversity and equity in the legal profession, for the wider public interest in ensuring that the profession represents the community it serves, and understands its needs,” New Zealand Council for Legal Education (NZCLE) senior policy advisor David Brown says.

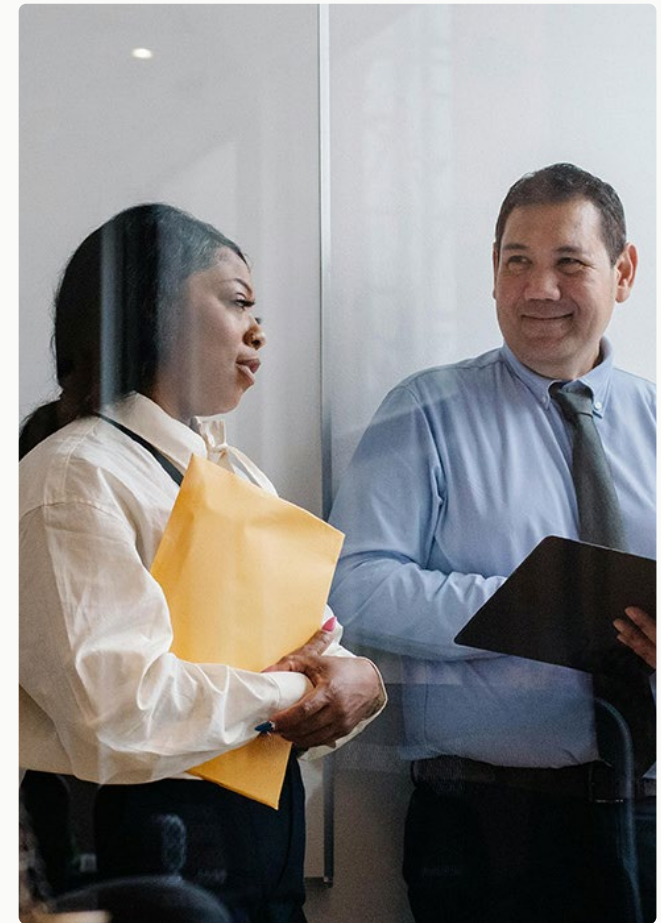
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Some trainees are able to be funded privately or by their employer, but that is not the case for many others.

Seeing the need for a qualification, the NZCLE contacted Ringa Hora to develop it along with legal profession stakeholders and the two current training scheme providers, the Institute of Professional Legal Studies and the College of Law.

Representatives from the NZCLE, Institute of Professional Legal Studies, College of Law, Meredith Connell, and the New Zealand Law Society were among the stakeholders involved.

“Ringa Hora engendered a collaborative spirit and did so efficiently and responsively with an eye to the timeframes,” David Brown says. “The focus was always on how to solve issues arising and work together for a solution.”



Te hōtaka me te whakaōrite aromatawai

Endorsing programmes and moderating assessments

During this reporting period, we endorsed numerous programmes and maintained a stringent moderation schedule in collaboration with providers. Our focus is on ensuring the highest standards of quality and relevance in vocational education programmes. By endorsing programmes and conducting moderation of assessments, we guarantee that vocational education meets the needs of the Service sector and prepares students effectively for the workforce.

Te Whakaōrite Moderation

Our moderation activities continue at pace and follow our planned National External Moderation (NEM) schedule. We have developed an NEM system that NZQA has evaluated and is confident that our assessment practices are fair, valid, and consistent across a range of education organisations.

533

Assessments
pre-moderated

668

Assessments
post-moderated

85

Programme endorsement
applications processed

22

Provider site visits



Te Rapa, Kirikiriroa Hamilton

On-site visits with providers

This year, we initiated on-site visits with providers and schools to help them understand how robust quality assurance can help lift the learner experience for akōnga. This strategy aims to decrease the number of submissions that do not meet the required standard in the first place and potentially mitigate the risk of accumulating a backlog.

These on-site visits have shown us that kanohi ki te kanohi visits provide a more realistic view of how education organisations assess. They have also helped us build valuable, cooperative relationships with our training providers that are harder to achieve through traditional, paper-based moderation.

Maintaining industry standards

Quality assurance provides a vital role in maintaining industry standards, working alongside training providers to ensure our credentials consistently deliver the skills required for industry.

For example, this year, with support from our security industry, we focused on visiting all providers who reported credits for core security unit standards during 2023. The visits have been insightful into an industry that has high risks associated with it.

Ringa Hora intends to address any issues or highlights when we complete our findings into the security industry delivery and assessment. At the time of writing this report we have yet to complete all visits and summarise our findings. However, our increased activity within this industry has been positively noted by the New Zealand Security Association (NZSA).

Growing best practices

We have produced additional best practice and continuous improvement support for our schools and providers. Our assessment writing guide is available for download on our website and has proved to be a valuable resource, with other Ohu Ahumahi sharing it with their providers. In response to school feedback, we created guides on how to apply for Consent to Assess for Hospitality and Tourism unit standards. We have also published the first in our series of short 'how-to' explainer videos, with more underway.

Te whakamana hōtaka Programme endorsement

Ringa Hora supports providers through our programme endorsement function. Ohu Ahumahi has identified shared considerations that will help providers to develop programmes.

We focus on the following considerations:

- Ngā Whakamārama – Programme content
- Mana ōrite mō te hunga ako – Equity for learners
- Totoronga me te kimi whakaaro – Programme engagement and consultation
- Te Ao Māori
- Te akoako me ngā reo o Te Moana-nui-a-Kiwa – Pacific languages and learners
- Tāngata whaikaha – Disabled people.

Ringa Hora supports these considerations through our programme endorsement function by collaborating with providers as programmes are unified, transformed, and developed. We endorse programmes that ensure equity and allow ākonga and industry to access learning in their preferred way, and we support flexible programmes that

adapt to their changing needs. We also help providers develop relevant programmes by gathering and providing research and data on the skills needed in the workforce.

We received 85 programme endorsement applications for this reporting period. Our approach is led by the Quality Assurance (QA) team, with input from all other teams in their respective areas of expertise; Qualifications team, Ringa Aro, and also engagement teams, from an industry view. Prior to final approval, applications go to the Quality Assurance and Qualifications (QAQ) leadership team, for final sign-off. All applications are evaluated within a 20-working day period and there are almost always requests for information (RFI) asking providers to supply further information or seeking clarification.

We continue to work with providers to ensure they have the support they need for a successful outcome. During the reporting period, 100% of new (28) and type two (57) applications were successfully endorsed. Note that 10 of the applications were received in the later part of the reporting period and remain under evaluation.

Enhancing our programme endorsement function

We have continued to work across Ohu Ahumahi to collaborate and ensure our approach to the endorsement function is in line with other Ohu Ahumahi. The programme endorsement function continues to evolve, and we are working alongside other Ohu Ahumahi and NZQA on initiatives targeted at streamlining the experience for providers. Our Ringa Aro team has created a Quality Assurance Māori rubric to support our programme endorsement review teams in processing new applications submitted by providers. The rubric provides guidance on the information and evidence that providers should include to show consideration of Te Ao Māori in their programme endorsement applications. This has helped our teams process applications with greater clarity and efficiency.

Aronga whāiti

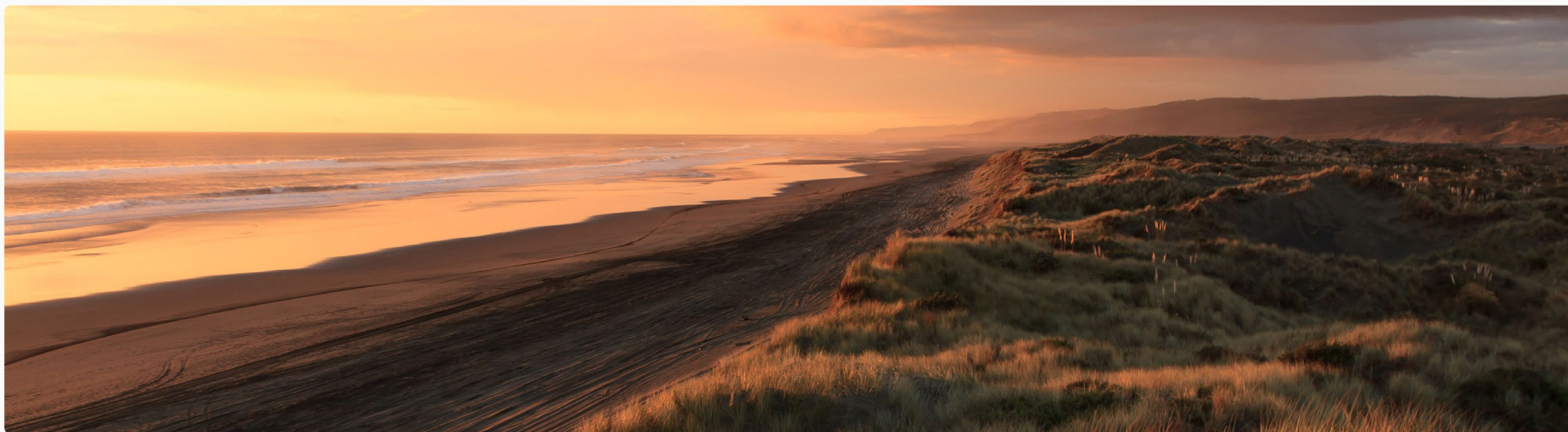
Spotlight

Te whanake i te tohu whāiti mō Ngāti Toa Developing the Ngāti Toa micro-credential

Wāhine Taiea – Developing Indigenous Women Leaders is a successful training programme developed by Te Rūnanga o Toa Rangatira which aims to empower participants, deepen cultural identity, and foster global impact through local leadership solutions.

The opportunity to develop Wāhine Taiea into a micro-credential was initiated after an engagement led by Te Rōpū Kaitakawaenga with Te Rūnanga o Toa Rangatira. Discussions with their team identified an opportunity to credentialise their Wāhine Taiea Leadership programme – specifically, the need for a formal qualification component to complement its leadership development goals.

Beginning in November 2023, and led by the Ringa Aro team, this collaboration aimed to integrate cultural empowerment with academic rigor. The Ringa Aro team ensured the development of the micro-credential was aligned with Ngāti Toa values and facilitated the transition of the programme to Whitireia for further refinement and finalisation. Credentialing this programme provides uri of Ngāti Toa Rangatira the opportunity to progress further with their academic and leadership pursuits.



Sunset Beach, Port Waikato

Ngā whakamāherehere ki Te Amorangi Mātauranga Matua

Advice to the Tertiary Education Commission

Ngā Whakamāherehere Haumi ā-Tau

Annual Investment Advice

Ringa Hora provides our annual Investment Advice to the Tertiary Education Commission (TEC). This is a key lever to support the Service sector in achieving long-term, transformative change in the vocational education system. We will continue to strengthen our approach to developing our investment advice, underpinned by an in-depth understanding of the opportunities and challenges faced by the Service sector.

In developing our investment advice, we investigated the 112 qualifications administered by Ringa Hora and the qualitative and quantitative workforce insights relating to each of the Service industry groupings.

We recommended increases in training that would support industries in three different situations:

1. industries that need additional training to correct short-term, COVID-19 related reductions in training
2. industries where additional training is needed to support employment growth
3. industries where additional training is needed to meet increased expectations around the importance of or need for training.

In addition to requesting increases for specific qualifications, we also advocated for TEC to consider the wider context facing the Service sector when making investment decisions. Here are the key themes.

- There are continuing Service sector workforce shortages both in terms of the overall number of people required and the skills demanded by the industries.
- Difficulty in meeting workforce needs is compounded by the employer's ability to invest in training, given the economic uncertainty and raising costs they face. At the same time, with the relative low entry barriers into many of the service industries, many potential new entrants

to the Service sector are opting to move directly into employment rather than participating in prior training. As a result, we have observed a continued decline in enrolment across the Service sector.

- Māori, Pacific peoples, and tāngata whaikaha are continuing to be underrepresented in the more skilled and higher-paying roles within the Service sector. Having fit-for-purpose provision for these priority groups is crucial as we expect these priority groups to make up a greater proportion of the workforce of the future.
- Technological, legislative, and regulatory changes are rapidly reshaping the Service sector landscape. There is an increasing need to future proof qualifications to meet industry needs.
- Some consistent skills needs exist across multiple industry groupings. For example, more leadership, business, and management skills are needed across all industries under the coverage of all six Workforce Development Councils.
- Depending on regional economic profiles, the nature of workforce shortages differs significantly. The types of training required, and how training needs to be delivered, also varies depending on the industry.

Aronga whāiti Spotlight

Te hononga hou ki te New Zealand Disability Employers' Network (NZDEN)

New partnership with the New Zealand Disability Employers' Network (NZDEN)

Helping workplaces and industry tap into the power of tāngata whaikaha | disabled and neurodiverse people is a major goal of a new partnership between Ringa Hora and the New Zealand Disability Employers' Network (NZDEN).

"We eagerly anticipate this alliance with Ringa Hora to bolster and champion the co-creation of disability inclusion and equality practices," says Phil Turner, Chief Executive of NZDEN.

“

By uniting industry, tertiary education, and the disabled community, we aspire to cultivate a more inclusive society where everyone can thrive.

This year, Ringa Hora is the major sponsor for the fourth NZDEN Disability Inclusive Pathways Conference on 6–7 August. This presents an exceptional opportunity to gain insights from prominent disability in business experts, establish connections with other organisations dedicated to advancing disabled and neurodivergent career paths and outcomes, and foster a truly disability-confident and inclusive Aotearoa.

As part of the partnership, Ringa Hora will look at developing a human resources-focused micro-credential on disability and neurodiversity workplace inclusion. We will also enable NZDEN to build connections with iwi Māori workplaces to promote better understandings of Māori tikanga, kawa, and connections to tāngata whaikaha Māori.

To ensure industry is part of any solutions and can draw on the vast talent pool and potential available, Ringa Hora will engage industry in a series of sessions to help understand challenges and opportunities to support the current and future workforce. We are kickstarting the series with our first session in August 2024, headlined by world-renowned international expert Susan Scott-Parker.



Matua Tuahu Watene, Tāngata Whaikaha Lead, Ringa Hora



Waka Abel Tasman, Abel Tasman National Park, Nelson

Te pāhekoheko

Collaboration

Ringa Hora nurtures a culture of collaboration in all we do. By working closely with industry leaders, education providers, and key stakeholders, we align our initiatives with the priorities of the sectors we serve. This collaborative approach allows us to share insights, resources, and best practices, fostering a more integrated and effective vocational education system.

Throughout this report, we have described many instances where Ringa Hora has led the way in collaboration across Ohu Ahumahi. Here are some examples of collaborations we have been part of.

- He Rau Ranga Tira Te Tiriti o Waitangi Kaupapa
- Ohu Ahumahi Mātauranga Māori Operational Guidelines
- Māori, Iwi & Hapū Engagement Strategy
- Pacific Business Trust Memorandum of Collaboration (MoC)
- National Industry Advisory Group (NIAG) for Supply Chain Distribution
- Joint engagement with Rocket Lab
- Mata Ārahi Manomano - Career Pathway Framework
- Collaboration with Toi Mai to develop a skills standard within the screen industry
- Te Manu Arataki - Leadership Project
- WDC Future Workforce Research Project

Our governance and leadership teams continue to be active coordinators and participants across the Ohu Ahumahi rūpū. Our Council Chair participates in co-chairs meetings across Ohu Ahumahi. Our Finance, Audit and Risk (FAR) Sub-committee and People, Culture and Safety (PCS) Sub-committee Chairs also participate in the Chairs meetings, and we have an active membership within Kāhui Ahumahi and the Pacific Fono. Our Transformational Leadership Team (TLT) participate through membership on the Hāpaitia Board (CE/Director stood down as of Jan 2024), CE group, Te Herenga Kura, Community of Practices (CoP) and kaimahi groups.

Collaboration across Ohu Ahumahi

Te mahitahi puta noa i ngā Ohu Ahumahi

Ohu Ahumahi Workforce Development Councils work closely and collaboratively to ensure Aotearoa New Zealand's vocational education needs are met.

Shared Data Platform – Te Mata Raraunga

Te Mata Raraunga, our shared data platform (SDP) provides consistent information on the ākongā and workforce of Aotearoa New Zealand. It's a valuable resource that enables a single point of access to data from multiple sources across the employment and vocational education ecosystem of Aotearoa New Zealand.

The SDP has adopted Te Mana Raraunga Māori data sovereignty principles to ensure platform development aligns with our obligations in accordance with te Tiriti o Waitangi. The principles mean at every point, from governance to testing, the SDP team commits to be guided by Te Mana

Rauranga principles, pūkenga and tōhunga Māori, the exemplar of the Mana Ōrite agreement with Statistics NZ, and most importantly, Māori end-users of the platform.

The SDP is a collaborative effort between the six WDCs. Multiple groups across Ohu Ahumahi work to ensure the platform is accessible and fit for purpose.

- **Shared Data Platform Governance Group:** The SDP Governance Group is comprised of senior representatives from each WDC. The Group sets the priorities and provides governance support for the SDP work plan.
- **Ohu Ahumahi Analyst Group:** This group ensures the SDP is understood and accessible, and that the level of data and insights meet the needs of Ohu Ahumahi, so that it can be regularly used by data analysts in their core mahi.

Te Kāhui Ahumahi

The Kāhui Ahumahi provides collective Māori strategic guidance, advice and support to the Ohu Ahumahi as we all strive toward the vision of working collectively to ensure workforce functions and duties give effect to Te Tiriti o Waitangi and support Māori Crown relations.

Members contribute their industry and iwi/hapū governance expertise to the Kāhui Ahumahi in a voluntary capacity, in addition to their Council governance roles.

Over the last year the Kāhui Ahumahi continued to meet six-weekly online. The Kāhui Ahumahi focused on strategic advice and support to the Ohu Ahumahi in four areas: Te Tiriti o Waitangi, Mātauranga Māori, iwi/hapū relationships, and the industry and vocational education and training ecosystem.

As the end of 2023 signalled change ahead, the Kāhui Ahumahi began 2024 focused on strengthening collaboration with the Pacific Fono and all Ohu Ahumahi through their Māori leadership collective Te Herenga Kura, Chief Executives, and Councils. Te Herenga Kura attended Kāhui Ahumahi hui to provide strategic updates across Te Tiriti o Waitangi, Mātauranga Māori, iwi/hapū and industry/VET ecosystem kaupapa. The Hāpaitia Strategic Māori Lead and Fa'atonu Sili Pasifika worked closely to ensure Kāhui Ahumahi and Pacific Fono work was aligned where appropriate and communicated well to all. In the third year of Ohu Ahumahi operations, the Kāhui Ahumahi was heartened by the ongoing commitment to achieving our mutual vision.

To accelerate progress, the Kāhui Ahumahi and Pacific Fono met in Te Whanganui a Tara in June 2024 to identify strategically aligned priorities and the plan for delivery in the next financial year. On the second day both groups met with Chief Executives, Co-Chairs, and Te Herenga Kura (Poumatua/Manukura) to share and agree next steps. We would like to acknowledge the combined strength of three years of Māori workforce skills leadership insights across the Ohu Ahumahi. We will continue to support Māori workforce development recommendations to be realised despite changeable conditions.

Pacific Fono

The Pacific Fono comprises the Workforce Development Council (WDC) members of Pacific heritage. Hāpaitia supports the Fono and WDC Pacific initiatives through the Chief Advisor Pacific/Fa'atunu Sili Pasifika and the Senior Advisor Pacific.

Reflecting on the past year, the Pacific Fono has played a pivotal role in leading and shaping the vocational education and training (VET) landscape for Pacific communities. Through their guidance and strategic direction, the Fono has amplified Pacific

representation and influence across the Workforce Development Councils (WDCs), ensuring that the needs and aspirations of Pacific learners, industries, and communities are addressed within the VET system.

One of the most significant achievements this year has been the release of the Mana Moana Pacific Outcomes Framework. This framework is a major step forward in embedding Pacific values and perspectives within the VET system, serving as a key strategic tool to ensure the specific needs of Pacific learners and industries are recognised and met. It underscores our ongoing commitment to building a more inclusive and culturally responsive workforce development system that celebrates Pacific success.

Looking ahead, the Pacific Fono remains focused on building partnerships, strengthening Pacific leadership, and addressing future challenges to create a more inclusive VET system. The achievements of the past year provide a strong foundation for continued growth and success.

Visit from Pacific delegation

In October 2023, Ohu Ahumahi Workforce Development Councils hosted visitors representing qualifications and training authorities across Pacific nations as part of a tour hosted by NZQA. Muka Tangata has a particular area of focus in the Recognised Seasonal Employers (RSE) Scheme operated by the NZ Government. The RSE Scheme enables a partnership between Pacific nations and the New Zealand horticulture sector providing seasonal work and income for Pacific workers and essential workers during the peak periods for the sector.

The Pacific delegation included participants from the Samoa Qualifications Authority, Tonga National Qualifications and Accreditation Board, Vanuatu Qualifications Authority, Solomon Islands Tertiary Education and Skills Authority, and Fiji Higher Education Commission, and the South Pacific Commission's Educational Quality and Assessment Programme (EQAP).

Tō mātou whakaaweawe

Our impact

Evaluating our impact

Together with Toi Mai and Muka Tangata, we commissioned Allen and Clarke as an external evaluator to evaluate our impact and understand how we could better add value to our industries. Findings from this report indicated that industry supports the direction of Ohu Ahumahi, is eager to partner with Ohu Ahumahi on the development of qualifications and standards, is appreciative of the research developed through our skills and workforce leadership function, and has positive interactions with our teams.

Ringa Hora received favourable results, with industry satisfied with our strategic direction and our ability to engage with industry. One interviewee stated that the value Ringa Hora brings their industry was 'priceless', while another mentioned that Ringa Hora was able to quickly establish a working relationship with industry and keep them apprised of the workforce initiatives we were working on. Ringa Hora was also commended for its understanding of priority learners and learners with disabilities.

Annual Ringa Hora performance survey

We carried out our inaugural annual survey in July 2024, asking people to reflect on our performance over the 2023/24 financial year.

We invited a total of 733 contacts from industry, Māori, Pacific peoples, tāngata whaikaha, and vocational pathways perspectives, as well as education providers. 110 people responded to the survey which is a 15% response rate. We were pleased to see that participation for our priority groups was higher than what might typically be expected from a survey. We are committed to improving the coverage in future years.

The survey findings are shared throughout this report in line with the relevant performance measures. Overall, people have reported a high level of satisfaction and confidence in how we engage with our industries and the key groups we serve, the value we add, and the impact of our mahi. There were often common themes in the feedback about areas that we've done well or could improve, although at times there were contrasting perceptions of how well we're doing. Across our functions, people shared positive feedback such as how they view us as a responsive and trusted source of information and appreciate that we are open to understanding different views and experiences.

However, we also heard about the importance of further enhancing opportunities to include different views, experiences, and expertise from across the Service sector and education system, including from different demographics or regions. Some of the uncertain responses were attributed to how we're a relatively new organisation and it not only takes time to build relationships and confidence but also for the impact of our mahi to be realised. We are looking at ways to build on the areas of strength while also addressing any issues raised.

Mana Moana Pacific Outcomes Framework

Ringa Hora will measure its impact for Pacific peoples by upholding the cross-Ohu Ahumahi Mana Moana Pacific Outcomes Framework. The Mana Moana Pacific Outcomes Framework focuses on empowering Pacific peoples in the workforce, ensuring their aspirations are met through culturally relevant pathways. The framework aims to guide Ohu Ahumahi kaimahi in prioritising actions relevant to their contexts while strengthening collaboration and sharing best practice. By focusing on core functional areas, the framework outlines aspirations of excellent practice and specific actions and measures to track progress toward excellent outcomes.

Ngā mahi e whai ake nei

Next steps

Ringa Hora will continue to work diligently on addressing the call of our workforce leadership to assist in meeting the current and future skills needs of the businesses and industries within the Service sector.

Building confident and trusting relationships with industry is an ongoing focus, as the quality of these relationships will enable us to bring inclusive, transformative changes to the development of and future investment in Service sector credentials and training.

Our 2024-2026 Operational Plan builds upon the work we have completed this year and maps out a direction towards a 2026 horizon that aligns with the goals of our Statement of Strategic Direction.

As we look to the future, we also keep updated on developments in vocational education system structure and strategies and ensure the mahi we deliver aligns with them. This will ensure we contribute in a coordinated way to the broader outcomes of the vocational education system.

We also recognise the importance of adaptability and being mindful of new and changing priorities, and we are prepared to adjust our approach when necessary to ensure we continue to deliver transformational change for the Service sector.



Ō mātou

Our people

Ka rere te ngākau o mihi ki ō mātou kaimahi huri noa i a Ringa Hora e titikaha ana ki tō tātou kaupapa, me ā rātou mahi e haere ake nei e waihanga ai i te ahurea o Ringa Hora. Mei kore ake ngā kaimahi hei mairanga i te angitū o Ringa Hora kei koke tonu ana te kaupapa.

We extend our heartfelt gratitude to our kaimahi for their diligence and dedication to our shared purpose, and for their ongoing contributions to the shaping of the culture of Ringa Hora. As we continue to grow and evolve, your unwavering efforts and mahi remain the cornerstone of our success.

Building a diverse organisation

We continue to build a team that reflects the diversity of the Service sector. It's important to us that we have the right people to deliver our strategic priorities and core legislative functions, and that our workforce reflects the workforce of the Service sector.

Over the past year, we onboarded 13 kaimahi, covering some roles with fixed-term positions to reduce our organisation's financial risk while awaiting certainty of the future of Ringa Hora. With our team near capacity, we conducted internal surveys with our kaimahi to understand their needs and goals across some key development areas. This has guided our approach to organisational development.

Here are some of the resulting initiatives.

- Te Ao Māori – Initiatives to build confidence in te reo Māori and understanding of Te Tiriti o Waitangi, as outlined in Te Tiriti o Waitangi section of this report.
- Pacific language – Support provided by Ringa Hora kaimahi to promote and advocate for greater awareness and understanding of Pacific languages during Pacific language weeks.
- Sign language – Classes provided by an external provider alongside sessions hosted by Ringa Hora kaimahi to support all Ohu Ahumahi in their understanding and confidence regarding sign language during NZSL Week.
- Diversity, equity, and inclusion (DEI) – Became a member of Diversity Works in mid-2023 and formed a cross-functional DEI champion group advising on DEI strategy and initiatives at Ringa Hora.

Our leadership and management teams also undertook in-house training on unconscious bias with Diversity Works. The intent was to continue creating an organisation where kaimahi feel they can thrive, bring their whole selves to work, and have their culture and beliefs valued. Work is also underway, through our partnership with the New Zealand Disability Network, on becoming Disability Tick certified. This mahi will enable us to understand what we could do differently, and to work towards becoming an organisation that is truly disability-inclusive.

It is important to us that we have a diverse organisation and that kaimahi feel that their needs are supported in the way Ringa Hora operates. We use our biannual engagement surveys to hold ourselves accountable for this. Our May 2024 culture survey asked if kaimahi could bring their whole selves to work. This received a 94% favourable score. When asked if kaimahi feel their culture and beliefs were fully appreciated at Ringa Hora, this received an 80% favourable score. Although we continually strive for 100%, these results show we are tracking well in this area.



Ringa Hora kaimahi, Te Whanganui a Tara Wellington

Maintaining high-performance teams

We have taken a positive and proactive approach to navigating our biggest challenge this year – the vocational education system’s shifting strategic direction. Our focus has been on making meaningful difference for industry and the other key groups we serve. Our engagement score dropped to 65% in May 2024, from 76% in November 2023. This was driven by a decrease in certainty around the future of Ringa Hora. To mitigate uncertainty, we have taken a transparent approach to communicating with kaimahi. Our chief executive, poumatua, and leadership team stay connected with kaimahi through a weekly Touchbase Thursday online hui. All kaimahi can join online and ask questions or share news.

In late 2023, we introduced the Ringa Hora performance excellence approach to enhance performance across our organisation. Based on Sir Mason Durie’s Te Whare Tapa Whā model, and aligned with our strategic pou, Ringa Hora functions, and values, this approach enables regular performance discussions between managers and kaimahi. The framework addresses both the ‘what’ and ‘how’ of mahi expectations at every level of the organisation. It also focuses on kaimahi as a whole and how their entire self contributes to the delivery of their mahi.

Nurturing a collaborative culture

As our organisation moves into a new phase of growth and maturity, our ability to collaborate internally has developed considerably and is continuously improving. We have adopted a strengths-based approach to encourage stronger team dynamics, better conversations, and increased collaboration.

Cross-team project steering groups for our key transformational projects have been implemented to great effect, providing cultural richness and valuable subject matter expertise while breaking down siloed approaches to our mahi. We also implemented monthly industry hui, to put industry at the forefront of delivering our functions and bring teams across the organisation together to discuss any industry insights gathered.

A new project management framework has been introduced to help our teams plan, execute, and deliver our mahi in an agile, transparent, and ultimately more collaborative way. These initiatives have helped our teams bring clarity and consistency to our cross-Ohu Ahumahi projects and informed our external approach.

Incorporating environmentally sustainable and adaptive practices

We started mahi on a sustainability and adaptability plan this financial year, with a commitment to growing the initiative as we work towards achieving sustainability across all aspects of our operations. By integrating sustainability and adaptiveness into our core business practices over time, our efforts will focus on creating a culture where environmentally responsible choices are a natural part of our daily activities.

Ō mātou kaimahi

Our kaimahi

Gender



36

Female



20

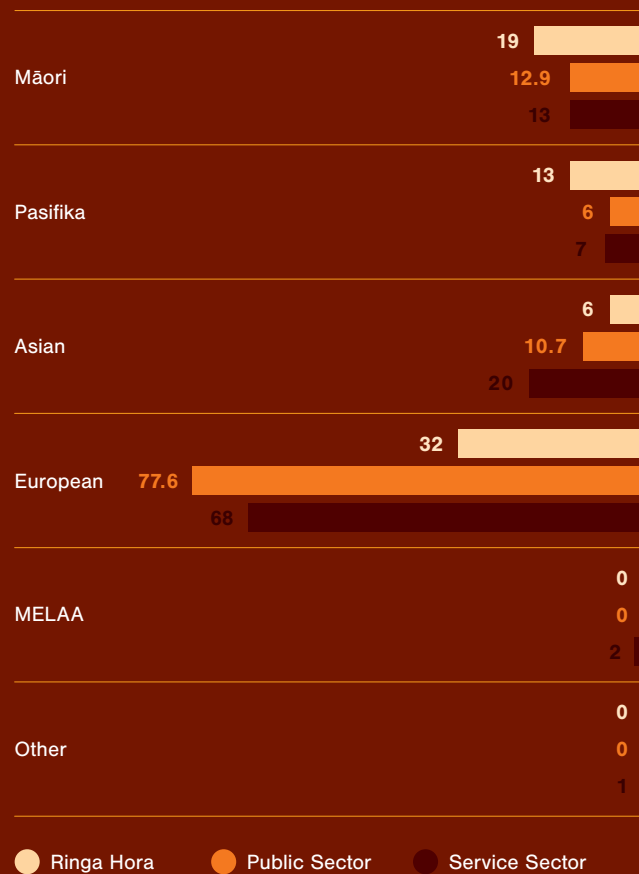
Male



1

Gender diverse

Ethnicity



Location





Te Pae
The Christchurch
Convention Centre

↑ Main Entrance
→ Armagh Entrance
→ Cathedral Square
Entrance

Te Pae Convention Centre, Ōtautahi Christchurch

Te mana whakahaere

Governance

Te anga Poari me ōna haepapa

Governance structure and responsibilities

The Ringa Hora Council operates in accordance with requirements and obligations set out in the following:

- Services Workforce Development Council Order in Council
- Education and Training Act 2020
- TEC Funding Agreement and Conditions
- TEC Chief Executive's Letter of Expectations
- The Council's Code of Ethics and Code of Conduct policies.

This year, the Council maintained stable membership. The decision was made to continue without appointing a Deputy Chair, an optional role under our Order in Council (OiC). We welcomed back Hinurewa Te Hau, who rejoined the Council after a leave of absence to participate in the general election.

Council members have consistently provided valuable guidance through Pacific Fono and Kāhui Ahumahi meetings, as well as other cross-collaborative hui. They have also actively engaged with the industry on behalf of Ringa Hora.

We extend our gratitude for our Council members exceptional leadership and unwavering support. Their mahi and collaborative spirit continue to drive positive outcomes for Ringa Hora and we deeply appreciate their contributions.

Ngā komiti o te Poari

Council committees

The OiC empowers the Council to appoint committees to advise on any matters relating to the performance or exercise of its functions, duties, or powers.

The Finance, Audit and Risk (FAR) Sub-committee assists the Council in fulfilling its responsibilities in relation to Ringa Hora external financial reporting, internal control environment, assurance and external audit functions, and risk management. It ensures effective performance reporting that honours Te Tiriti o Waitangi. The sub-committee consists of 4 members, including the chair. The committee met four times during the year.

The People, Culture and Capability (PCC) Sub-committee oversees employee health, safety and wellbeing, advises the Council on remuneration matters, and ensures effective performance reporting that honours Te Tiriti o Waitangi. The sub-committee consists of 4 members, including the chair. The sub-committee met twice during the year.

The Ngā Ringa Kōtuitui Sub-committee provides strategic advice on how best practice in engagement activities can be achieved to identify opportunities, collaborate, and effectively engage across all Ringa Hora industries. The sub-committee consists of 5 members, including the chair. The sub-committee met four times during the year.

Ngā mema o te Poari Council members



Hinerangi Edwards ONZM, Chair

Hinerangi Edwards (Taranaki, Ngāruahine, Taranaki, Ngāti Ruanui, Te Arawa, Samoan) is an executive director and co-owner of AATEA, a kaupapa Māori professional services consultancy. She was also the co-chair of the interim Establishment Board for the Primary Industries Workforce Development Council, is a member of the Māori Economic Development Advisory Board, and is a director of Korou Digital Agency in Te Wairoa.



Fonteyn Moses-Te Kani

Fonteyn Moses-Te Kani (Ngāti Porou, Ngāi Tahu, Tūhoe, Ngāti Maniapoto) is Poutiaki – Director Māori Strategy and Indigenous Inclusion, Westpac NZ, Board member of Toitū Tāhua – Centre of Sustainable Finance, Tui Trust, We Care Trust, Te Waiu O Aotearoa Trust as well as being part of Tāwhia – Māori Bankers Rōpū. Her career has spanned over 30 years in the finance industry focused on supporting the growth of the Māori economy through working with iwi, Māori whenua and whānau businesses and collectives.



Dan Te Whenua Walker

Dan Te Whenua Walker (Tangahoe, Ngāti Ruanui, Ngā Ruahinerangi, Ngāti Kahungunu ki Wairoa, Te Atiawa, Maniapoto, Tuhourangi, Pākehā) is an experienced leader in business development and relationship management with an extensive background in the IT and technology sector. He has a particular passion for how technology can be used for Māori and Pasifika economic development.



Alastair Carruthers, CNZM

Alastair is a professional director with extensive experience in the Service sector – including professional services, tertiary education, hospitality, beverages, retail and food. He chairs TVNZ, recently chaired the NZ Film Commission, and holds several other directorships for Auckland cultural institutions and economic development.

*Full Council bios can be found on our website
ringahora.nz/about-us/meet-our-council/



Jill Hatchwell

Jill is an experienced professional director, with a background in the aviation industry and professional services consultancy. She is a director of Air Ops NZ (CAA Part 125 AOC holder) and is on the board of the Civil Aviation Authority, the regulator of New Zealand's aviation industry. Current directorships include WellingtonNZ, listed companies Promisia Healthcare Ltd and Chatham Rock Phosphate Ltd and also Aorere Resources Ltd. She chairs the audit and risk subcommittees of all these entities.



Loren Aberhart

Loren Aberhart (Te Atiawa) is the General Manager of Destination and Attraction at ChristchurchNZ.

Loren is chair of the New Zealand Event Association and was previously the chair and co-founder of YoungTEC, an association focusing on upskilling and inspiring young people to pursue tourism as a career path. She is a board member of the Tourism Export Council of New Zealand and an independent director of Medical Kiwi Ltd.



Maxine Gay

Maxine Gay is the General Manager of Pillars Ka Pou Whakahou, a charitable organisation that aims to help create positive futures for the children of people in prison in Aotearoa New Zealand. Before joining Pillars in 2018, she worked in unions for 35 years, holding various leadership roles. Her last role was Retail, Finance & Commerce Secretary for FIRST Union. Maxine has represented Aotearoa New Zealand unions at the ILO and was president of the Asia Pacific Women's Committee for UNI, a global union federation for the skills and service sectors.



Paul Retimanu

Paul Retimanu is the managing director of Manaaki Management Ltd, which operates Karaka Café and three prestigious function centres in Te Whanganui-ā-Tara Wellington. Paul is the vice president and national board member of Hospitality NZ, as well as president of Te Whanganui-ā-Tara Wellington branch of Hospitality NZ. He also serves as a board member of WellingtonNZ and the Te Ara Mahi Māori Reference Group. Paul has retired from the Ringa Hora Council. We are incredibly grateful for his service and sage advice.



Hinurewa te Hau

Hinurewa te Hau (Whakatōhea, Ngāti Hine, Ngāti Kahungunu, Maniapoto, Tūwharetoa, Ngāti Raukawa, Samoan) is an experienced business leader and a champion of effective Tiriti o Waitangi partnership and the realisation of tikanga Māori values across private sector boards, not-for-profit organisations and government. She has honed her skills in public policy, cultural tourism, small business management and local economic development.

Meeting attendance

Councillor	Other Roles	Start date of appointment	Term of appointment	Council fee received (\$)	Council meetings attended	Appointed by
Hinerangi Edwards	<ul style="list-style-type: none"> • Council Chair • Member of Finance, Audit, and Risk Sub-committee • Member of the People, Culture and Capability Sub-committee • Member of Pacific Fono • Member of Te Kāhui Ahumahi 	11 June 2021	15 June 2026	\$53,730	Attended 15 Council and Sub-committee meetings with an overall attendance rate of 94%	Ministerial appointment (second term)
Alastair Carruthers	<ul style="list-style-type: none"> • Member of Finance, Audit, and Risk Sub-committee 	7 July 2021	1 September 2025	\$26,829	Attended 11 Council and Sub-committee meetings with an overall attendance rate of 100%	Ministerial appointment (second term)
Dan Te Whenua Walker	<ul style="list-style-type: none"> • Member of Engagement Sub-committee 	15 June 2023	15 June 2026	\$26,829	Attended 8 Council and Sub-committee meetings with an overall attendance rate of 80%	Council appointment
Fonteyn Moses-Te Kani	<ul style="list-style-type: none"> • Member of People, Culture and Capability Sub-committee • Member of Engagement Sub-committee 	1 September 2022	1 September 2025	\$26,829	Attended 10 Council and Sub-committee meetings with an overall attendance rate of 91%	Council appointment
Hinurewa te Hau	<ul style="list-style-type: none"> • Member of Finance, Audit, and Risk Sub-committee • Member of Pacific Fono • Member of Te Kāhui Ahumahi 	7 July 2021	30 June 2025	\$20,121	Attended 7 Council and Sub-committee meetings* with an overall attendance rate of 78%	Council appointment (second term)
Jill Hatchwell	<ul style="list-style-type: none"> • Chair of Finance, Audit, and Risk Sub-committee 	11 June 2021	15 June 2026	\$26,829	Attended 10 Council and Sub-committee meetings with an overall attendance rate of 91%	Ministerial appointment (second term)
Loren Aberhart	<ul style="list-style-type: none"> • Member of Engagement Sub-committee • Member of People, Culture and Capability Sub-committee 	7 July 2021	30 June 2024	\$26,829	Attended 8 Council and Sub-committee meetings with an overall attendance rate of 73%	Council appointment
Maxine Gay	<ul style="list-style-type: none"> • Chair of People, Culture and Capability Sub-committee 	7 July 2021	30 June 2024	\$26,829	Attended 5 Council and Sub-committee meetings with an overall attendance rate of 71%	Council appointment
Paul Retimanu	<ul style="list-style-type: none"> • Chair of Engagement Sub-committee • Member of Pacific Fono 	11 June 2021	10 June 2024	\$26,829	Attended 9 Council and Sub-committee meetings with an overall attendance rate of 90%	Ministerial appointment

*This is due to a leave of absence



He tauākī tutukinga ā-mahi

Statement of service performance 2023/24



Our vision

Skills for life, wherever it takes you.

Our purpose

Ringa Hora serves Aotearoa by responding to the current and future workforce needs of the Service sector.

Specifically, we:

- set standards, develop qualifications, and help shape vocational education to align with industry needs
- ensure appropriate vocational education programmes are being offered
- help direct investment to areas of need.

Our core functions

Our role as a Workforce Development Council (WDC) is to channel and amplify the voice of the Service sector within the vocational education system by undertaking our statutory functions.

Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relations	Leadership	<ul style="list-style-type: none"> • Provide skills and workforce leadership for the specified industries, including by identifying their current and future needs and advocating for those needs to be met through its work with the industries and with schools, providers, regional bodies, and the Government.
	Endorsing programmes and moderating assessment	<ul style="list-style-type: none"> • Endorse programmes developed by providers. • Carry out moderation activities in relation to any standards it sets.
	Advisory and representative role	<ul style="list-style-type: none"> • Provide employers with brokerage and advisory services approved by the Tertiary Education Commission. • Advise the Tertiary Education Commission: <ul style="list-style-type: none"> • about its overall investment in vocational education and training • about the mix of vocational education and training needed for the one or more specified industries covered by the WDC in the manner required by the Tertiary Education Commission and to represent the interests of the specified industries.
	Developing and setting standards, capstone assessments², and qualifications	<ul style="list-style-type: none"> • Develop, set, and maintain skill standards. • Develop and maintain industry qualifications for listing on the Qualifications and Credentials Framework and to maintain qualifications for which it has become the qualifications developer. • Develop and maintain micro-credentials. • Develop and maintain national curricula for qualifications for which it is responsible as a standard-setting body.
	Collaboration	<ul style="list-style-type: none"> • Work collaboratively with other Workforce Development Councils, particularly on matters of common interest.
	Impact	<ul style="list-style-type: none"> • Industry and regions have stronger leadership and learners have a stronger voice in the vocational education and training system.

2 Capstone assessments are considered part of skill standard development. Capstone assessment draws together a learner's knowledge, skills, and attributes into a final summative assessment.

Our strategic priorities



We have four strategic priorities that dictate where we want to make an impact for those we serve and where we focus our efforts to achieve those impacts.

Our strategic priorities	Should create these impacts	Over the next 5 years, we intend to:
Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relationships.	<ul style="list-style-type: none"> Empower Māori success within the Service sector Improve equity for Māori within the Service sector 	<ul style="list-style-type: none"> partner with Māori, iwi and hapū to understand their priorities and challenges, and to set the tikanga of our relationships work with our partners to develop and implement Workforce Development Plans that include Māori succeeding as Māori as a key aho priority, and ensure that we also work with our partners to meaningfully measure and report on what has been achieved ensure insights and approaches to assist Māori in the realisation of their expectations in workforce development, training, and education are informed by Māori and by quality research grow internal confidence and capability to understand and interact appropriately in Te Ao Māori contexts engage Māori to understand their views on the quality of our work and delivery, and that we are servicing their expectations appropriately.
Enabling a vocational education system that is led by industry priorities and insights.	<ul style="list-style-type: none"> Industry and businesses drive the direction of the vocational education system in Aotearoa Identify and address workforce priorities and challenges 	<ul style="list-style-type: none"> establish a variety of channels through which industry and businesses can engage with us and they can provide input into the wider vocational education system remove barriers to participation in vocational education by industry digitise the ways we work with industry and with businesses track the use and adoption of accredited training by industry and businesses and encourage the use of accredited training develop a Service sector value proposition that raises awareness of what it means to work in the Service sector, and what the benefits are for long-term careers produce insights and plans (for example, Workforce Development Plans) that identify and address industry opportunities and challenges ensure that actions outlined in our plans are being implemented to deliver their desired effect ensure investment advice to the Tertiary Education Commission is aligned with industry priorities and challenges facilitate the development of appropriate tāngata whaikaha disabled people support and resources for industry to increase industry confidence in employing tāngata whaikaha disabled people establish or support Industry Advisory Groups or Forums to enable voice of industry across our industries.
Contributing to an excellent vocational education system that offers fit-for-purpose programmes, standards, and qualifications.	<ul style="list-style-type: none"> Make vocational education more easily accessible for learners and workers Make vocational education more adaptive, flexible, and better able to meet rapid changes in skills and workforce requirements 	<ul style="list-style-type: none"> ensure that qualifications and standards are developed to be free of barriers to learner participation in programmes identify any potential barriers for learner participation through our quality assurance and programme endorsement systems facilitate the development of training and qualifications standards that empower Māori into fulfilling roles in their chosen industry develop approaches to increase access and support for tāngata whaikaha disabled people transitioning from education and training, into employment understand what 'excellence in vocational education' looks like for Māori and Pacific businesses, learners, and workers, and how we can make vocational education more accessible for them develop qualifications and standards that remain relevant and flexible over a 5-year period and ensure programme content can be adjusted efficiently to meet ongoing changes in industry and industry needs partner with vocational education providers to ensure qualifications, standards, and programmes can manoeuvre to meet ongoing changes in industry collaborate with Māori, iwi and hapū to influence and inform educational products and the vocational education system.

Our strategic priorities	Should create these impacts	Over the next 5 years, we intend to:
Being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa.	<ul style="list-style-type: none"> Align the workforce and skills pipeline with regional economic priorities Support sustainable economies in the regions 	<ul style="list-style-type: none"> develop national education products that are fit for regional and online delivery work with Regional Skills Leadership Group to align plans and actions to address industry and regional priorities and challenges connect providers with local employers identify and support workforce opportunities for whānau to thrive in the regions enable regional collaboration with Māori, iwi and hapū that responds to regional needs ensure our education products are adaptable to meet fluctuating regional needs.

Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relations

This commitment underpins everything we do – how we engage, how we work, and how we help ensure Te Ao Māori values are central to the vocational education system.

What success looks like	What we've achieved and where we're going	How this compares to previous years
Our success will be built on the strength of our relationships with Māori. We are being guided by Māori, hapū, and iwi about their specific aspirations, and how this translates to expectations of us.	<p>Over 2023/2024 we have made significant progress in our efforts to build meaningful and authentic relationships with Māori, hapū, and iwi and develop our internal capability relating to Te Ao Māori.</p> <p>As set out in our Annual Report, under section Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relations, some of our major achievements during 2023/2024 include:</p> <ul style="list-style-type: none"> Completion and implementation of He Rau Ranga Tira, the Te Tiriti o Waitangi Kaupapa for all Ohu Ahumahi Completion and implementation of the Mātauranga Māori high level framework and completion of Mātauranga Māori operational guidelines for Engagement Te Rōpū Kaitakawaenga, the Collective WDC Māori Engagement Group - participation of Ringa Hora in iwi engagement activities with Waikato-Tainui, Ngāti Toa Rangatira and Ngāti Whatua. Development of translations for Waihangatia te Āmua Ao I Future of Service Skills qualification and skills standards into te reo Māori The launching of Tuia 2023 The launching of Kaupapa Māori Aviation Hui in Tauranga The launching of Te Mata Ārahi Manomano careers pathway framework to support all WDCs 	Prior to the 2023/2024 period, we focused on establishing the foundation necessary for meaningful and authentic relationships with Māori, hapū, and iwi, recognising that such relationships require time and intentional actions. During the first half of 2023, we worked with Ohu Ahumahi within a specific engagement group, Te Rōpū Kaitakawaenga, to ensure a coordinated approach to forming and enhancing relationships with iwi. The efforts undertaken prior to 2023/2024 were essential building blocks in our journey to achieve the success we had in 2023/2024.

Performance measures for our core function: Leadership and Engagement

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years																								
Our engagement strategy is delivered and enables Ringa Hora to achieve key outcomes. (L&E)	L&E1: We understand the full range of our industries and the key groups we serve.	L&E1a: Map(s) of industry and the key groups we serve are in place and reviewed annually: As described in our Annual Report, our Industry framework was completed in June 2024. Our next step is to establish a system for reviewing the framework on at least an annual basis to ensure its ongoing relevance and accuracy.	Prior to 2023/2024, our primary focus was on preserving the continuity of relationships that had been established under the previous system. This was particularly important as we built our capability and capacity as an organisation.																								
Māori, iwi and hapū are engaged with and their input is used to inform Ringa Hora's mahi. (L&E)	L&E2: The breadth and depth of our engagements with our industries and the key groups we serve increases over time.	L&E2a: Baseline targets for engagement are established: We have used the Industry Framework ³ as a base to determine areas of focus for engagement across our industry coverage. This approach moves us away from focusing purely on the number of engagements we're doing as a metric for engagement performance. We use engagement numbers to instead verify that we are engaging in alignment with our focus areas. Over 2023/2024, we recorded 1248 engagements which we led i.e. not including those we contributed to, but another WDC led. ⁴ The table below shows our 2023/2024 engagements compared with our 2022/2023 engagements by group: <table><tr><th>Organisation category</th><th>Number of Engagements – 2023/2024</th><th>Number of Engagements – 2022/2023</th></tr><tr><td>Māori</td><td>49</td><td>19</td></tr><tr><td>Pacific</td><td>9</td><td>9</td></tr><tr><td>Education</td><td>263</td><td>160</td></tr><tr><td>Industry</td><td>733</td><td>286</td></tr><tr><td>Government and regulatory or registration bodies</td><td>147</td><td>105</td></tr><tr><td>General Engagement (Organisation type not recorded)</td><td>47</td><td>272</td></tr><tr><td>Grand Total</td><td>1248</td><td>852</td></tr></table>	Organisation category	Number of Engagements – 2023/2024	Number of Engagements – 2022/2023	Māori	49	19	Pacific	9	9	Education	263	160	Industry	733	286	Government and regulatory or registration bodies	147	105	General Engagement (Organisation type not recorded)	47	272	Grand Total	1248	852	This involved nurturing existing relationships and putting significant effort into growing them, laying the platform for us to expand our engagement efforts in future years.
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	L&E3: Our industries and the key groups we serve; provide positive feedback to us about the way we engage with them, understand our value proposition, and are confident in our ability to deliver value to them through our functions.	L&E3a: Annual Ringa Hora survey is delivered and used to establish baseline engagement and confidence scores: Our first annual survey was delivered in July 2024. It gathered information on performance over the 2023/2024 period. L&E3b: Baseline engagement and confidence score targets are determined: The survey has enabled us to establish baseline confidence scores to build off over time. Due to the timing of the survey closure, targets have not been determined, however these will be developed in 2024/2025.	Prior to 2023/2024, we did not have an annual survey.																								

³ A traffic light system has been established which gauges how much we know about each industry looking at three aspects – the way the industry operates, the nature of training, and our level of engagement. The first iteration of our traffic light system will be used as a baseline for growing the breadth and depth of our understanding of each industry. The aim being to incrementally increase our understanding of each of our industries over time.

⁴ These figures: Include events such as the Māori Aviation hui, which allow us to collect feedback from essential stakeholder groups through direct interaction at a single event; include engagements with industry membership organisations, facilitating the collection of insights across various industries at an aggregate level; do not include smaller interactions such as emails.

Performance measures for our core function: Leadership and Engagement

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
Workforce Development Plans (WDPs) are published and updated annually with the latest industry data, insights, and joint actions between Ringa Hora and industry. (L&E)	L&E4: WDP (Workforce Development Plans) produced annually.	L&E4a: WDP published annually: We published our second Workforce Development Plan (WDP) and associated Industry Action Plans in September 2023. This built on the base set by our first plan in 2022 and sets the stage for transformational actions to be taken by industry stakeholders and us in the next 12-18 months.	Our first WDP was published in 2022. Our first plan was primarily based on early engagements with industry; and quantitative analysis of data about ākonga and the Service sector held by the Tertiary Education Commission. This report established a strong foundation for our future efforts, providing a comprehensive understanding of the current landscape and highlighted areas of opportunity for growth and improvement.
	L&E5: Annual WDP includes data, insights, challenges & priorities, and joint actions for industry and the key groups we serve.	L&E5a: Annual WDP clearly includes data, insights, challenges, and priorities and identifies joint actions: Our WDP clearly included data, insights, challenges and priorities and identifies joint actions. In depth analysis for each industry is highlighted in their specific Industry Action Plans .	
		L&E5b: There is evidence of input into the WDP from industry and the key groups we serve: To collect input from the industry and the key groups we serve for the 2023 WDP and associated Industry Action Plans (IAPs), we engaged in a series of initiatives to gather evidence outlined in the leadership and engagement section of our Annual Report. Our 2024 WDP and associated IAPs are due to be published later in 2024. These will continue to build on the 2022 and 2023 base.	
	L&E6: Regional economic priorities are included and addressed in our annual WDP.	L&E5c: Annual Ringa Hora survey demonstrates that input from industry and the other key groups we serve has been accurately reflected in Annual WDP: Our July 2024 ⁵ survey found that: <ul style="list-style-type: none"> • 69% of respondents were confident that the 2023 WDP accurately reflected <i>industry</i> data, insights, challenges and priorities • 65% of respondents were confident that the 2023 WDP accurately reflected <i>priority learner</i> data, insights, challenges and priorities The survey has enabled us to establish baseline scores to build off over time. We will build on these results for the 2024 WDP.	Prior to 2023/2024, we did not have an annual survey.
		L&E6a: Annual WDP clearly identifies regional economic priorities: Our 2023 WDP identifies regional economic priorities	
		L&E6b: Annual Ringa Hora survey demonstrates that input from regional bodies has been accurately reflected in Annual WDP: Our July 2024 survey found that 49% of respondents were confident that regional economic priorities were accurately reflected in our WDP and associated IAPs. This is a baseline score that we will build off over time.	Prior to 2023/2024, we did not have an annual survey.

5 Our first annual survey was delivered in July 2024. It gathered information on performance over the 2023/2024 period.



What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
	L&E7: Actions identified in annual WDP are implemented on time and to a high quality.	L&E7a: Actions are tracked via a formal system and progress is monitored on a quarterly basis: Over 2023/2024, actions from our 2022 and 2023 WDPs and associated IAPs have been tracked by our Workforce Strategy team. We will use the same method to track actions resulting from our 2024 WDP and associated IAPs.	As we were established in October 2021, our first WDP was published in 2022, and actions resulting from this plan have been tracked in the 2023/2024 year.
		L&E7b: Annual Ringa Hora survey demonstrates that industry and the other key groups we serve are satisfied with how actions are implemented: Our July 2024 survey found that 60% of respondents were confident that actions from our WDPs and associated IAPs are implemented on time and to a high quality. This is a baseline score that we build off over time.	Prior to 2023/2024, we did not have an annual survey.

Performance measures for our core function: Developing and setting standards, capstone assessments⁶, and qualifications

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
Skill standards, qualifications and credentials, are developed and maintained, and meet industry standards. (QSP)	QSP1: Our annual self-assessment report, which includes our assessment of how we delivered our qualification and standard setting function in the past year is accepted by NZQA.	QSP1a: Self-assessment report submitted on time to NZQA: We completed our annual NZQA self-assessment report, covering 1 July 2023 to 30 June 2024. It was submitted on time to NZQA on 31 July 2024.	The self-assessment report is an annual requirement from NZQA.
		QSP1b: Self-assessment report includes supporting quantitative and qualitative evidence: The self-assessment report includes both supporting quantitative and qualitative evidence. For 2024, it also covered both our Qualifications System Product and Quality Assurance functions.	Our 2023 self-assessment report, which covered 2022, covering the delivery of our Qualifications System Products development function only was accepted by NZQA with positive feedback.
		QSP1c: Self-assessment report is accepted by NZQA with a positive confidence level, as determined by the NZQA's rating system: We expect to receive feedback from them on the report later in 2024 and to deliver a similar report in 2025, building on our work in prior years.	

⁶ Capstone assessments are considered part of skill standard development. Capstone assessment draws together a learner's knowledge, skills and attributes into a final summative assessment.

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
	QSP2: Our qualification system products functions are delivered on time and to a high standard.	QSP2a: Standards, micro-credentials and qualifications are reviewed within the specified review period or otherwise agreed with NZQA: During 2023/2024, we had: 102 current qualifications which includes: <ul style="list-style-type: none"> • Approved applications for 31 qualifications (including 14 qualifications submitted pre-June 2023) • 2 applications for 4 qualifications submitted during June 2024 that are still being evaluated • The remaining qualifications were not up for review in the period 1718 current standards (including 11 new skill standards) <ul style="list-style-type: none"> • Over the period we reviewed 646 standards which involved both development work and maintenance of current unit standards • 589 standards were approved, with 57 still being evaluated One micro-credential associated with an LCQ Duty Managers Licence in hospitality venues approved in June 2024.	During 2022/2023, we had: <ul style="list-style-type: none"> • 112 current qualifications • 1,947 current unit standards • 61 qualifications and 747-unit standards under review. This included applications to extend the last date of assessment of superseded versions (24 qualifications and 50 standards) • no micro-credential transferred to us or developed
		QSP2b: Standards, micro-credentials and qualifications meet industry need: Our July 2024 survey found that 65% of respondents were satisfied that skill standards, qualifications, and credentials meet industry standards. This is a baseline score that we will build off over time.	Prior to 2023/2024, we did not formally track whether standards, micro-credentials and qualifications were meeting industry need.
		QSP2c: CMRs⁷ are maintained within the specified review period or otherwise agreed with NZQA: In the 2023/24 period, in collaboration with other Ohu Ahumahi, we initiated the process of reviewing our CMRs. This effort involved working closely with NZQA to develop a new CMR template and reassess consent requirements. In the latter half of 2024, we will engage with industry stakeholders and EOs to gather diverse input, ensuring that the updated CMR requirements reflect current industry needs.	The CMRs were carried over from the Industry Training Organisations (ITOs), but they were not aligned with current WDC and industry practices and requirements. Planning for their review began before the 2023/2024 period, with the expectation that the review would be completed across Ohu Ahumahi by 2024/2025.
		QSP2d: Annual Ringa Hora provider survey is delivered and used to establish baseline provider engagement and confidence scores: Our 2024 provider ⁸ survey asked providers to reflect on how well we've carried out our qualification development and review function. We wanted more nuance than what a single metric would allow i.e. a confidence score, so for each applicable area we asked providers to let us know how satisfied they were across four dimensions, as outlined in the table below.	Prior to 2023/2024, provider satisfaction was not formally tracked. Any understanding of our performance in this area was gathered anecdotally or on an ad-hoc basis.

⁷ Consent and Moderation Requirements.

⁸ Our first annual survey was delivered in July 2024. It gathered information on performance over the 2023/2024 period.

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years												
		<table><tr><td>Area of measurement</td><td>% of respondents that expressed satisfaction with Ringa Hora</td></tr><tr><td>Skill standards, qualifications, and credentials meet industry standards</td><td>79%</td></tr><tr><td>Timeliness</td><td>79%</td></tr><tr><td>The ways we've engaged</td><td>79%</td></tr><tr><td>Quality of our work</td><td>79%</td></tr><tr><td colspan="2">These are baseline scores that we will build off over time.</td></tr></table>	Area of measurement	% of respondents that expressed satisfaction with Ringa Hora	Skill standards, qualifications, and credentials meet industry standards	79%	Timeliness	79%	The ways we've engaged	79%	Quality of our work	79%	These are baseline scores that we will build off over time.		
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Our qualifications, standards and credentials lead to improved outcomes for (priority) learners. (QSP)	QSP3: We track a range of outcomes for (priority) learners for Service sector programmes and compile insights to inform our work.	<p>QSP3a: Enrolments of priority leaners are tracked: In 2023/2024 we established a platform to keep track of and better understand learner enrolment and completion of our accredited qualifications. At this stage, we're only able to track outcomes for Māori and Pacific learners and we hope to broaden this out as data improves.</p> <p>QSP3b: There is evidence we have carried out work to gather other outcomes for priority learners: Alongside the data we already have available to use via the IDI and TEC learner platform, we continue to initiate other work to broaden our understanding of outcomes for priority learners. An example for the 2023/2024 period is a cross Ohu Ahumahi piece of work carried out by the NZ Policy Research Institute, based out of the Auckland University of Technology. This examined the labour market and wellbeing trajectories for learners who completed qualifications. This work began in 2023/2024 and will be published in 2024/2025.</p> <p>QSP3c: Insights from available data are used as part of scoping for developing and setting qualifications, standards and credentials: Using insights to inform development of skills standards, qualifications and credentials is a key component of the qualification's development process. An example of this in action is The Waihangatia te Āmua Ao: Shaping the Future of Service Skills (FoSS) common core qualification.</p> <p>QSP3d: There is evidence of other instances where insights about priority learner outcomes are used to inform our work: We use insights about priority learners to inform our functions wherever it is practically possible, based on what data and information is available to us. Examples of this in action are our Workforce Development Plan and Associated Industry Action plans, and the Māori in Aviation report produced as an output from our Kaupapa Māori Aviation Hui in May 2024.</p>	We have had the capability to access learner data since early in our establishment. As our internal resources and capability have grown overtime, we have increased our ability to meaningfully track outcomes for priority learners, and use data and insights gained to inform our functions.												

Performance measures for our core function: Endorsing programmes and moderating assessments

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
Providers programmes are endorsed on behalf of industry, and standards and qualifications are moderated. (QA)	QA1: Our annual self-assessment report, which includes our assessment of how we delivered our quality assurance functions in the past year is accepted by NZQA.	<p>QA1a: Self-assessment report submitted on time to NZQA: We completed our annual NZQA self-assessment report covering 1 July 2023 to 30 June 2024. It was submitted on time to NZQA on 31 July 2024.</p> <p>QA1b: Self-assessment report includes supporting quantitative and qualitative evidence: The self-assessment report includes both supporting quantitative and qualitative evidence. For 2024, it also covered both our Qualifications System Product and Quality Assurance functions</p> <p>QSP1c: Self-assessment report is accepted by NZQA with a positive confidence level, as determined by the NZQA's rating system: We expect to receive feedback from them on the report later in 2024 and to deliver a similar report in 2025, building on our work in prior years.</p>	<p>The self-assessment report is an annual requirement from NZQA.</p> <p>Self-assessment of our Quality Assurance function was done via our NZQA National External Moderation (NEM) report.</p>
	QA2: Our quality assurance activities are delivered on time and to a high standard.	<p>QA2a: Programme endorsement is completed within 20 working days: During 2023/2024:</p> <ul style="list-style-type: none"> • We received 85 programme endorsement applications in total, all of which were evaluated within a 20-working day period • Programme endorsements applications are categorised into two categories as per NZQA directive: <ul style="list-style-type: none"> • New programme endorsements applications • Type two programme endorsement applications. These involve making changes to already established programmes • Of the 85 applications received, 100% of both new (28) and type two (57) applications were successfully endorsed and only 1 type two endorsement was completed outside the agreed service timeframe <p>QA2b: National external moderation activities are conducted in accordance with the requirements in the DASS⁹ Rules: In 2023/2024, we successfully completed all national external moderation activities in accordance with the requirements in the DASS rules, as evidenced by the approval of our applications by NZQA.</p>	<p>During 2022/2023:</p> <ul style="list-style-type: none"> • There were 84 programme endorsement applications in total. We completed 70 applications, with the remaining still in progress as at 30 June 2023 • Of the 70 completed applications, 87% (61) were processed on time and 13% (9) were processed outside of the timeliness standard <p>In 2022/2023, we completed all national external moderation activities in accordance with the requirements in the DASS rules, as evidenced by the approval of our applications by NZQA.</p>

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years																																																			
		<p>The following tables show the status of our pre- and post-moderation activities as at 30 June 2024 compared to activities at 30 June 2023:</p> <p>Pre- moderation Activities</p> <table><tr><th>Status</th><th>Number of associated unit standards 2023/2024¹⁰</th><th>Number of associated unit standards 2022/2023</th></tr><tr><td>Approved</td><td>266</td><td>239</td></tr><tr><td>Approved with modification</td><td>193</td><td>215</td></tr><tr><td>In Progress</td><td>28</td><td>65</td></tr><tr><td>Not Approved – Resubmission required</td><td>39</td><td>64</td></tr><tr><td>Withdrawn</td><td>7</td><td>8</td></tr><tr><td>Grand Total</td><td>533</td><td>591</td></tr></table> <p>Post moderation activities</p> <table><tr><th>Status</th><th>Number of associated unit standards 2023/2024¹¹</th><th>Number of associated unit standards 2022/2023</th></tr><tr><td>Acceptable</td><td>286</td><td>263</td></tr><tr><td>Acceptable with Changes</td><td>242</td><td>232</td></tr><tr><td>Improvement Plan</td><td>98</td><td>10</td></tr><tr><td>Not Acceptable</td><td>18</td><td>50</td></tr><tr><td>Required Actions</td><td>9</td><td>6</td></tr><tr><td>In progress</td><td>15</td><td>168</td></tr><tr><td>Materials not received</td><td>N/a¹²</td><td>4</td></tr><tr><td>Withdrawn</td><td>0</td><td>2</td></tr><tr><td>Grand total</td><td>668</td><td>735</td></tr></table>	Status	Number of associated unit standards 2023/2024 ¹⁰	Number of associated unit standards 2022/2023	Approved	266	239	Approved with modification	193	215	In Progress	28	65	Not Approved – Resubmission required	39	64	Withdrawn	7	8	Grand Total	533	591	Status	Number of associated unit standards 2023/2024 ¹¹	Number of associated unit standards 2022/2023	Acceptable	286	263	Acceptable with Changes	242	232	Improvement Plan	98	10	Not Acceptable	18	50	Required Actions	9	6	In progress	15	168	Materials not received	N/a ¹²	4	Withdrawn	0	2	Grand total	668	735	
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10 We have observed a decrease in pre-moderation numbers. Since these are driven by providers, we expect to see year-to-year fluctuations.

11 There is a decrease in post-moderation numbers because we have increased provider visits to replace paper post-moderations. The rationale behind this shift is that paper moderations provide only a limited snapshot, whereas direct interaction with providers is more beneficial.

12 No longer categorising applications under this category.

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years																				
		<p>QA2c: Provider engagement and confidence relating to our quality assurance function is measured as part of the annual provider survey: Our 2024 provider survey asked providers to reflect on how well we've carried out our quality assurance function. We wanted more nuance than what a single metric would allow i.e. a confidence score, so for each applicable area we asked providers to let us know how satisfied they were across four dimensions, as outlined in the table below.</p> <table> <tr> <th>Quality Assurance Function</th><th>Timeliness</th><th>The ways we've engaged</th><th>Quality of our work</th></tr> <tr> <td>Pre-assessment moderation</td><td>65%</td><td>73%</td><td>68%</td></tr> <tr> <td>Post-assessment moderation</td><td>90%</td><td>90%</td><td>90%</td></tr> <tr> <td>Applications for Consent to Assess</td><td>59%</td><td>57%</td><td>57%</td></tr> <tr> <td>Applications for programme endorsement</td><td>68%</td><td>68%</td><td>70%</td></tr> </table> <p>These are baseline scores that we will build off over time.</p>	Quality Assurance Function	Timeliness	The ways we've engaged	Quality of our work	Pre-assessment moderation	65%	73%	68%	Post-assessment moderation	90%	90%	90%	Applications for Consent to Assess	59%	57%	57%	Applications for programme endorsement	68%	68%	70%	Prior to 2023/2024, provider satisfaction was not formally tracked. Any understanding of our performance in this area was gathered anecdotally or on an ad-hoc basis.
Quality Assurance Function	Timeliness	The ways we've engaged	Quality of our work																				
Pre-assessment moderation	65%	73%	68%																				
Post-assessment moderation	90%	90%	90%																				
Applications for Consent to Assess	59%	57%	57%																				
Applications for programme endorsement	68%	68%	70%																				

Performance measures for our core function: Advisory and representative role

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
Advice is provided to the TEC to the required standard and timeframe. (A&R)	A&R1: Our advice is provided to the TEC on time and to a standard that enables them to use it.	A&R1a: Advice is provided to the TEC on time (timeframes determined by TEC): Our third round of Investment Advice to the Tertiary Education Commission (TEC), for their investment in 2025, was provided in November 2023 as per the timeline set by TEC.	Prior to 2023/2024, all rounds of investment advice have been provided as per the timeline set by TEC.
		A&R1b: All advice receives a 'good' rating from TEC for workforce need and impact (or the equivalent, as determined by TEC's rating system): All feedback from TEC on our third round of investment advice received a 'good rating', with TEC highlighting that our advice 'led to the targeted priorities' specified in their Plan Guidance.	Prior to 2023/2024 TEC only provided narrative feedback on our Investment Advice, along with confirmation that our advice informed their investment priorities for 2024.
	A&R2: Advice is informed by the needs of industry, directs funding to ensure better outcomes for priority learner groups, and is supported by our industries and the key groups we serve.	A&R2a: Advice to TEC is published: Our investment advice was published in November 2023 and is currently available on our website.	All previous investment advice is available on our website.
		<p>A&R2b: There is evidence of input into advice from our industries and the key groups we serve: Our investment advice 2025 includes evidence of input into advice from our industries and the key groups we serve. Our 2024 investment advice for 2026 continues to build on this base.</p> <p>A&R2c: There is evidence of data, analytics and research which also informs our advice: Our investment advice 2025 includes data, analytics and research that informs our advice. Each qualification or credential under section B1 highlights the scale of change we are seeking for 2025.</p>	<p>On 6 April 2023, we provided Investment Advice to the TEC about overarching priority areas for investment in 2024 alongside detailed recommendations on programmes, delivery, regional responses, and qualification priorities where relevant.</p> <p>Our advice was informed by engagements with industry, including what we heard during the 2023 Ringa Hora Industry Engagement Hui, and wider research and analysis.</p>

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
		A&R2d: Consideration of improving outcomes for priority learner groups is clearly identifiable in advice: We have highlighted in our investment advice that Māori, Pacific Peoples, and Tāngata Whaikaha are underrepresented in the more skilled/higher paying roles within the Service sector.	
		A&R2e: Annual Ringa Hora survey demonstrates that input from industry and the other key groups we serve has been accurately reflected in the advice provided to TEC: Our July 2024 survey found that: <ul style="list-style-type: none"> 60% of respondents were confident that the 2023 Investment Advice accurately reflected <i>industry</i> data, insights, challenges and priorities 63% of respondents were confident that the 2023 Investment Advice accurately reflected <i>priority learner</i> data, insights, challenges and priorities These are baseline scores that we build off over time.	Prior to 2023/2024, this data was not formally tracked. Any understanding of our performance in this area was gathered anecdotally or on an ad-hoc basis.
	A&R3: Regional economic priorities are included and addressed in our Advice to TEC.	A&R3a: Regional economic priorities are represented and clearly identifiable in advice: Our investment advice has regional economic priorities represented and clearly identifiable within the advice.	All previous investment advice ensured that regional economic priorities were represented and clearly identifiable in the advice, by industry.

Performance measures for our core function: Collaboration

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
We collaborate with other Ohu Ahumahi Workforce Development Councils (WDCs) on matters of joint Interest. (Collab)	Collab1: There is evidence that we collaborate with other WDCs on matters of common interest.	Collab1a: We are represented on and actively contribute to cross Ohu Ahumahi functional groups: Our governance and leadership teams continue to be active coordinators and participants across cross Ohu Ahumahi rūpū. Our continued involvement in cross Ohu Ahumahi rūpū groups has ensured that we are actively collaborating with Ohu Ahumahi while also supporting our industries, key groups, and kaimahi.	Prior to the 2023/2024 period, many of these groups had already been established, laying a strong foundation for ongoing collaboration and support.
		Collab1b: We lead cross Ohu Ahumahi projects: Over the course of 2023/2024, we led several cross Ohu Ahumahi projects which are detailed in our Annual Report. Our general aim is to be leading at least three cross Ohu Ahumahi projects at any one time, one per delivery area in our organisation. This varies however depending on the scale of each project.	Collaboration across Ohu Ahumahi has always been a key focus for Ringa Hora. Prior to 2023/2024, we laid the groundwork for the collaborative achievements of that year. Foundational efforts included engaging with Ohu Ahumahi, fostering strong relationships with other rūpū, and aligning our goals with those of Ohu Ahumahi. These efforts ensured we were able to take a cohesive approach to tackling various projects and enabled us to address challenges more effectively for the industry and other key groups we serve.
		Collab1c: We make effort to collaborate on all pieces of work which impact other Ohu Ahumahi industries, and on our engagement with Māori: We are confident we have collaborated where possible on all pieces of work which impact other Ohu Ahumahi industries and on our engagement with Māori. Examples of this are provided throughout our Annual Report.	

Performance measures for our core function: Impact

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
There is a stronger voice for our industries and the key groups we serve. (Impact)	Impact 1: Industry and the key groups we serve are confident that their priorities are understood by us, and that we are effectively communicating these priorities across the Vocational Education and Training system.	Impact1a: % of key industry and Māori sector stakeholders who agree their priorities are understood and effectively communicated by WDCs: Our July 2024 ¹³ survey found that 71% of respondents agreed that their priorities were understood by Ringa Hora.	Prior to 2023/2024 our efforts were focused on working with the Tertiary Education Commission to understand and define our impact measures. In lieu of detailed impact measures being developed, any understanding of our impact was gathered anecdotally or on an ad-hoc basis.
Vocational education meets the skill needs of learners, industry, employers, regions, Māori, iwi and hapū. (Impact)	Impact2: Our industries and the key groups we serve agree that courses and qualifications have equipped learners with the skills relevant to employers.	Impact2a: % of key industry and Māori sector stakeholders that are confident graduates will have the relevant skills: Our July 2024 survey found that 73% of respondents were confident that graduates will have the relevant skills to meet the needs of industry. Impact2b: % of key industry and Māori sector stakeholders that agree graduates have the relevant skills: Our July 2024 survey found that 72% of respondents were confident that recent graduates have the relevant skills to meet the needs of industry.	
	Impact3: We amplify the voices of Pacific Peoples in Aotearoa and incorporate it into our functions.	Impact3: There is evidence we are working towards achieving the actions and measures set out in the Ohu Ahumahi Mana Moana Pacific Outcomes Framework: Over the course of 2023/2024, we played a key role in developing the Ohu Ahumahi Mana Moana Pacific Outcomes Framework ¹⁴ , a piece of work led by the Ohu Ahumahi Chief Advisor Pacific Fa'atonu Sili Pasifika. The framework was finalised in May 2024 and will be implemented throughout the 2024/2025 year.	Prior to 2023/2024, our efforts were focused on building our internal and cross Ohu Ahumahi maturity towards being able to develop a Ohu Ahumahi Mana Moana Pacific Outcomes Framework.
We are delivering value in the Vocational Education and Training system. (Impact)	Impact4: There is evidence that we're delivering value in the Vocational Education and Training system.	Impact4: We carry out qualitative and quantitative work to determine how we're delivering value in the Vocational Education and Training system: In 2023/2024 we carried out the following work to help us understand whether we're delivering value in the Vocational Education and Training system: <ul style="list-style-type: none"> A qualitative review of the performance of WDCs. The review gathered feedback and information on strengths, weaknesses and opportunities for improvement in the WDC's functions. Findings from this report are outlined in our Annual Report Commissioned work to evaluate our impact from a social investment perspective, due to be completed in late 2024 	We took our first step towards understanding our impact in 2023/2024 by, together with other Ohu Ahumahi, commissioning a qualitative review of the performance of WDCs. The review gathered feedback and information on strengths, weaknesses and opportunities for improvement in the WDC's functions. The outcomes of this report are provided as part of our 2023/2024 impact analysis.

¹³ Our first annual survey was delivered in July 2024. It gathered information on performance over the 2023/2024 period.

¹⁴ The framework focuses on empowering Pacific Peoples in the workforce, ensuring their aspirations are met through culturally relevant pathways, and aims to guide Ohu Ahumahi kaimahi in prioritising actions that will improve outcomes for Pacific Peoples, while strengthening collaboration and sharing best practice.

Te Taha Pūtea

Financial Performance



Independent auditor's report



BDO Wellington Audit Limited

To the readers of Ringa Hora – Services Workforce Development Council's financial statements and statement of service performance for the year ended 30 June 2024.

The Auditor-General is the auditor of Ringa Hora – Services Workforce Development Council ("the Council"). The Auditor-General has appointed me, Geoff Potter, using the staff and resources of BDO Wellington Audit Limited, to carry out the audit of the financial statements and statement of service performance of the Council on his behalf.

Opinion

We have audited:

- the financial statements of the Council on pages 80 to 107, that comprise the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Council on pages 62 to 74.

In our opinion:

- the financial statements of the Council on pages 80 to 107:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2024; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards issued

by the New Zealand Accounting Standards Board; and

- the statement of service performance on pages 62 to 74:
 - presents fairly, in all material respects, the Council's service performance achievements for the year ended 30 June 2024; and
 - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards issued by the New Zealand Accounting Standards Board.

Our audit was completed on 29 October 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Council and our responsibilities relating to the financial statements and the statement of service performance, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.



BDO Wellington Audit Limited

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Council for the financial statements and the statement of service performance

The Council is responsible on behalf of the Council for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Council is also responsible on behalf of the Council for preparing a statement of service performance that is fairly presented and that complies with generally accepted accounting practice in New Zealand.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Council is responsible on behalf of the Council for assessing the Council's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Council intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

The Council's responsibilities arise from the from the Order in Council made under section 363 of the Education and Training Act 2020 and the Charities Act 2005.

Responsibilities of the auditor for the audit of the financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and statement of service performance.

For the budget information reported in the financial statements and the statement of service performance, our procedures were limited to checking that the information agreed to the Council's approved budget.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We evaluate the appropriateness of the reported performance information within the Council's framework for reporting its performance.



BDO Wellington Audit Limited

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the statement of service performance, including the disclosures, and whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Emphasis of Matter

Uncertainty over the future of Ringa Hora – Services Workforce Development Council

Without modifying our opinion, we draw attention to note 1 on page 86, which outlines uncertainties over the future of Ringa Hora - Services Workforce Development Council due to the government's ongoing review of vocational education and training. The financial statements have been prepared on a going concern basis of accounting (see note 1), because a final decision has not yet been made by the Government at the date of the audit report.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 1 to 60 and page 79, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears

to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Council in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with or interests in the Council.

Geoff Potter

BDO Wellington Audit Limited
On behalf of the Auditor-General
Wellington, New Zealand

Statement of Responsibility

Ringa Hora is responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance about the integrity and reliability of reporting. The Council is responsible for the preparation of the Statements of Performance, under the Public Finance Act 1989, and Financial Statements for Ringa Hora and for the judgements made within them.

In the Council's opinion:

The Statement of Performance fairly reflects the performance of Ringa Hora for 1 July 2023 to 30 June 2024.

The Financial Statements fairly reflect the financial position and operations of Ringa Hora for 1 July 2023 to 30 June 2024.

Signed by:



Hinerangi Edwards

Council Chair

29 October 2024



Kari Scrimshaw

Chief Executive

29 October 2024

Statement of Comprehensive Revenue and Expense

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



All in \$000s	Note	Actual 2024	Budget 2024	Actual 2023
Operating Revenue				
Government funding	2	11,293	11,293	11,293
Grants funding	2	-	-	276
Interest revenue	2	279	178	95
Other revenue		5	-	-
Total operating revenue		11,577	11,471	11,664
Operating Expenditure				
People related costs	3	7,871	7,954	6,627
Hāpaitia Limited – Shared Council services ⁽¹⁾	3	1,473	1,561	1,604
Administration and other expenses	3	1,191	1,919	1,247
Total expenditure		10,535	11,434	9,478
Operating surplus/(deficit)		1,042	37	2,186
Non-operating revenue				
Ringa Awhi funds	2	-	1,000	2,528
Ringa Awhi interest revenue	2	135	148	107
Total non-operating revenue		135	1,148	2,635
Non-operating expenditure				
Ringa Awhi distributions	3	1,865	1,148	1,459
Total non-operating expenditure		1,865	1,148	1,459
Total non-operating surplus/(deficit)		(1,730)	-	1,176

All in \$000s	Note	Actual 2024	Budget 2024	Actual 2023
Other comprehensive revenue and expense		-	-	-
Total comprehensive revenue and expense		-	-	-
Total comprehensive revenue and expense for the period attributable to				
Ringa Hora – Services Workforce Development Council – Operating		1,042	37	2,186
Ringa Hora – Services Workforce Development Council – Non-operating		(1,730)	-	1,176
Total		(688)	37	3,362

1. Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.

Explanations of major variances against budget are provided in Note 13.
The accompanying notes form part of these financial statements.

Statement of Financial Position

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



All in \$000s	Note	Actual 2024	Budget 2024	Actual 2023
Assets				
Current assets				
Cash and cash equivalents	4	9,647	403	6,517
Short-term investments	5	-	7,996	4,000
Trade and other receivables	6	947	841	1,091
Prepayments		32	-	54
Total current assets		10,626	9,240	11,662
Total assets		10,626	9,240	11,662
Liabilities				
Current liabilities				
Trade and other payables	8	427	627	845
Employee entitlements	9	454	95	384
Total current liabilities		881	722	1,229
Total liabilities		881	722	1,229
Net assets		9,745	8,518	10,433
Equity				
Accumulated surplus	11	712	2,847	539
Operating reserve	11	2,884	1,884	1,884
Capital reserve	11	965	1,090	1,096
Special projects reserve	11	3,000	1,000	3,000
Te Kāhui Ahumahi reserve	11	129	70	129
Ringa Awhi reserve	11	2,055	1,627	3,785
Total equity attributable		9,745	8,518	10,433

Explanations of major variances against budget are provided in Note 13.
The accompanying notes form part of these financial statements.

Statement of Changes in Net Assets/Equity

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



2024								
All in \$000s	Note	Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Ringa Awhi reserve	Total net assets/equity
Balance at 1 July 2023	11	539	1,884	1,096	3,000	129	3,785	10,433
Total comprehensive revenue and expense for the year		(688)	-	-	-	-	-	(688)
Transfers between reserves								
Operating reserve		(1,000)	1,000	-	-	-	-	-
Capital reserve		131	-	(131)	-	-	-	-
Special projects reserve		-	-	-	-	-	-	-
Te Kāhui Ahumahi reserve		-	-	-	-	-	-	-
Ringa Awhi reserve		1,730	-	-	-	-	(1,730)	-
Total transfers		861	1,000	(131)	-	-	(1,730)	-
Balance at 30 June 2024		712	2,884	965	3,000	129	2,055	9,745

Statement of Changes in Net Assets/Equity (continued)

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



2023								
All in \$000s	Note	Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Ringa Awhi reserve	Total net assets/equity
Balance at 1 July 2022	11	308	1,884	1,200	1,000	70	2,609	7,071
Total comprehensive revenue and expense for the year		3,362	-	-	-	-	-	3,362
Transfers between reserves								
Operating reserve		-	-	-	-	-	-	-
Capital reserve		104	-	(104)	-	-	-	-
Special projects reserve		(2,000)	-	-	2,000	-	-	-
Te Kāhui Ahumahi reserve		(59)	-	-	-	59	-	-
Ringa Awhi reserve		(1,176)	-	-	-	-	1,176	-
Total transfers		3,131	-	(104)	2,000	59	1,176	6,262
Balance at 30 June 2023		539	1,884	1,096	3,000	129	3,785	10,433

Statement of Cash flows

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



All in \$000s	Note	Actual 2024	Budget 2024	Actual 2023
Operating activities				
Receipts from Government		11,293	12,293	11,386
Receipts of interest		349	176	95
Receipts of other revenue		4	-	2,173
Goods and services tax (net)		54	608	(103)
Payments to people		(7,740)	(7,702)	(6,245)
Payments to suppliers		(3,131)	(5,332)	(2,988)
Net cash flows from operating activities		829	43	4,318
Investing activities				
Purchase of Term Deposits		-	-	(4,000)
Sale of Term Deposits		4,000	-	-
Net cash flows from investing activities		4,000	-	(4,000)
Financing activities				
Advances to Hāpaitia		-	-	(367)
Advances repaid by Hāpaitia		31	-	-
Net cash flows from financing activities		31	-	(367)
Non-operating activities				
Ringa Awhi funds		-	-	375
Ringa Awhi interest		135	148	107
Ringa Awhi distributions		(1,865)	(1,148)	(1,459)
Net cash flows from non-operating activities		(1,730)	(1,000)	(977)
Net (decrease)/increase in cash and cash equivalents		3,130	(957)	(1,026)
Cash and cash equivalents at beginning of the period		6,517	8,356	7,543
Cash and cash equivalents at end of the period		9,647	7,399	6,517

Explanations of major variances against budget are provided in Note 13.
The accompanying notes form part of these financial statements.

Note Index

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



Note	Page
1. Statement of accounting policies	86
2. Revenue	89
3. Expenditure	91
4. Cash and cash equivalents	92
5. Short-term investments	92
6. Trade receivables and other receivables	93
7. Associates	94
8. Trade and other payables	94
9. Employee benefit liabilities	95
10. Financial instruments	96
11. Equity	98
12. Ringa Awhi fund	100
13. Major budget variations	101
14. Operating leases	104
15. Commitments and contingencies	104
16. Related party transactions and key management personnel	105
17. Events after reporting date	107

Notes to the Financial Statements

Ringa Hora – Services Workforce Development Council

For the year ended 30 June 2024



1. Statement of accounting policies

Reporting entity

Services Workforce Development Council (Ringa Hora) is domiciled in Aotearoa and is a charitable organisation registered under the Charities Act 2005. The Council is a body corporate established in October 2021 through Order in Council (OIC) and in accordance with section 363 of the Education and Training Act 2020. The role of Ringa Hora is to ensure the vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development. Ringa Hora will give their industries and employers greater leadership and influence across vocational education. Success for Ringa Hora will mean employers - including Māori business owners - are confident that vocational education graduates are ready for work and that the future skills needs of their industry will be addressed by the vocational education system.

Governance responsibilities are held by a Council, comprising Councillors who act in similar capacity to Directors on a Board of Directors.

Ringa Hora is a public benefit entity for the purposes of financial reporting in accordance with the Financial Reporting Act (2013).

Basis of preparation

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period. This means accounts have been produced on the assumption that we will continue to operate for the foreseeable future (a period of greater than 12 months after the reporting date). Preparing the accounts on a going concern basis will be subject to an annual assessment and declaration as part of the audit of the Annual Report and Financial Statements.

Management has identified the following material uncertainties that may cast significant doubt on the entity's ability to continue as a going concern:

1. Changes in law or regulation or government policy expected to adversely affect the entity.

The government has sought feedback from the public through consultation on proposed reforms to replace the current vocational education and training system. The consultation period closed 12 September 2024. The proposed reforms do not include an option to retain the current system and so depending on the outcome of the consultation process the Ringa Hora Workforce Development Council may ultimately be disestablished. Should the reform lead to the disestablishment of the Ringa Hora Workforce Development Council then Ringa Hora may be unable to realise its assets

and discharge its liabilities in the normal course of business or at the values expressed in these financial statements.

2. No indication of funding beyond 30 June 2025.

At the time of executing these financial statements the entity has only secured government funding until 30 June 2025. Given that government funding is the sole revenue source for the entity's operations, failure to secure further funding will result in Ringa Hora being unable to continue operations. Should funding not be secured beyond 30 June 2025 Ringa Hora Workforce Development Council may be unable to realise its assets and discharge its liabilities in the normal course of business or at the values expressed in these financial statements.

Significant assumption applied in determining the appropriateness of the going concern assumption:

If, as an outcome of the consultation, the government decides to disestablish the workforce development councils, new legislation would need to be drafted and approved by Parliament. At the time of signing the financial statements there is no indication on what the final decisions will be or if and when the government will act on its proposals or the consultation outcome, therefore it was concluded that the going concern assumption is appropriate until that time.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



1. Statement of accounting policies (continued)

Reporting period

The reporting period for the current year is for the 12-month period 1 July 2023 to 30 June 2024 with the comparative year also reflecting 12 months of activities.

Statement of compliance

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity (PBE) Accounting Standards Reduced Disclosure Regime (RDR) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for public sector entities. For the purposes of complying with NZ GAAP, the Council is a public sector public benefit entity and is eligible to apply Tier 2 Public Sector PBE Standards RDR on the basis that it does not have public accountability and it is not defined as large. The Council members have elected to report in accordance with Tier 2 Public Sector PBE Accounting Standards RDR and in doing so have taken advantage of all applicable RDR disclosure concessions.

The Council has complied with its obligations under the Charities Act 2005.

These financial statements were authorised for issue by Ringa Hora Council on 29 October 2024.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars which is the functional currency of Ringa Hora, and all values are rounded to the nearest thousand dollars (\$000). There has been no change in the functional currency of the controlling entity or any significant foreign operations during the year.

Budget figures

Budget figures provided in the annual financial reports will be derived from the financial budget approved by the Council at the beginning of the financial year. The budget figures were prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Council in preparing these financial statements.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



1. Statement of accounting policies (continued)

Use of judgements and estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expense. Actual results may differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Judgements made in applying accounting policies that have had significant effects on the amounts recognised in the financial statements include the following:

- has exercised judgement when recognising grant revenue to determine if conditions of the grant contract have been satisfied. This judgement will be based on the facts and circumstances that are evident for each grant contract
- judgement was also required when distinguishing between the research and development phase of projects and whether software costs meet the recognition criteria for capitalisation.

Goods and services tax (GST)

Items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position. The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed exclusive of GST.

Income Tax

Ringa Hora is exempt from Income Tax as it is a registered Charity under the Charities Act 2005. Accordingly, no provision will be made for Income Tax.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



2. Revenue

Accounting Policy

Revenue is recognised when the amount of revenue can be measured reliably and it is probable that economic benefits will flow to Ringa Hora, and measured at the fair value of consideration received or receivable. The following specific recognition criteria in relation to revenue streams must also be met before revenue is recognised.

Revenue from Exchange Transactions

Interest and dividends

Interest revenue is recognised on an accrual basis, using the effective interest rate. Dividends are recognised when the right to receive payment has been established.

Revenue from Non-Exchange Transactions

Non-exchange transactions are those where we receive an inflow of resources (e.g., cash and other tangible or intangible items) but provides no (or nominal) direct consideration in return. With the exception of services-in-kind, inflows of resources from non-exchange transactions are only recognised as assets where both:

- it is probable that the associated future economic benefit or service potential will flow to the entity, and
- fair value is reliably measurable.

Inflows of resources from non-exchange transactions that are recognised as assets are recognised as non-exchange revenue, to the extent that a liability is not recognised in respect to the same inflow.

Liabilities are recognised in relation to inflows of resources from non-exchange transactions when there is a resulting present obligation as a result of the non-exchange transactions, where both:

- it is probable that an outflow of resources embodying future economic benefit or service potential will be required to settle the obligation, and
- the amount of the obligation can be reliably estimated.

The following specific recognition criteria in relation to our non-exchange transaction revenue streams must also be met before revenue is recognised.

Government Funding

Funding under the Workforce Development Council Fund is the main source of operational funding for Ringa Hora from the Tertiary Education Commission (TEC). Ringa Hora considers this funding to be non-exchange revenue and recognises the TEC funding as revenue when received. The TEC funding has stipulations, and they take the form of restrictions not conditions.

Grants

The recognition of non-exchange revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (e.g., present obligation) rather than the immediate recognition of revenue.

Other grants received

The recognition of non-exchange revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (e.g., present obligation) rather than the recognition of revenue. Stipulations that are 'conditions' specifically require the return of the inflow of resources received if they are not utilised in the way stipulated, resulting in the recognition of a non-exchange liability that is subsequently recognised as a non-exchange revenue as and when the 'conditions' are satisfied. Stipulations that are 'restrictions' do not specifically require the return of the inflow of resources received if they are not utilised in the way stipulated, and therefore do not result in the recognition of a non-exchange liability, which results in the immediate recognition of non-exchange revenue.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



2. Revenue (continued)

All in \$000s	Actual 2024	Actual 2023
Operating revenue		
Government funding classified as non-exchange transactions		
Government funding classified as non-exchange transactions	11,293	11,293
Project grant funding classified as non-exchange transactions	-	276
Total government funding	11,293	11,569
Other revenue classified as exchange transactions		
Interest revenue	279	95
Other revenue	5	-
Total other revenue	284	95
Total operating revenue	11,577	11,664
Non-operating revenue		
Non-government funding classified as non-exchange transactions		
Ringa Awhi funds	-	2,528
Total	-	2,528
Non-government funding classified as exchange transactions		
Ringa Awhi interest revenue	135	107
Total	135	107
Total non-operating revenue	135	2,635
Revenue classification		
Non-exchange revenue	11,293	14,097
Exchange revenue	419	202
Total revenue	11,712	14,299

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



3. Expenditure

The table below provides detail regarding key areas of expenditure shown in the Statement of Comprehensive Revenue and Expense.

All in \$000s	Actual 2024	Actual 2023
Operating expenditure		
People related expenses		
Wages and salaries	7,445	6,078
Contractors	104	164
Councillors and board expenses	262	332
Other employee expenses	60	53
Total	7,871	6,627
Hāpaitia Shared Council Services⁽¹⁾	1,473	1,604
Administrative and other expenses		
Consultancy costs		
Consultancy costs	185	184
Audit expenses ⁽²⁾	38	50
Legal fees	4	16
Total	227	250
People and Culture costs		
Other staff costs	27	32
Recruitment costs	34	28
Total	61	60

All in \$000s	Actual 2024	Actual 2023
Information Technology costs		
Subscriptions and memberships	38	16
Total	38	16
Office and other costs		
General expenses	156	175
Travel and engagement costs	426	362
Communication, marketing and research	283	108
Project costs	-	276
Total	865	921
Total administration and other expenses	1,191	1,247
Total operating expenditure	10,535	9,478
Non-operating expenditure		
Ringa Awhi distributions	1,865	1,459
Total non-operating expenditure	1,865	1,459
Total expenditure	12,400	10,937

1. Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.

2. Audit expenses paid or payable to BDO for the audit of financial statements.

Notes to the Financial Statements
Ringa Hora – Services
Workforce Development Council
For the year ended 30 June 2024



4. Cash and cash equivalents

Accounting Policy

Cash and cash equivalents include cash on hand, cash in transit, in bank accounts and deposits with an original maturity of no more than three months. They are reported initially and subsequently at amount invested. If there are bank overdrafts these are shown in current liabilities in the Statement of financial position.

All in \$000s	Actual 2024	Actual 2023
Bank deposits	38	6,517
Call deposits	8,409	-
Ringa Awhi Call deposits	1,200	-
Total	9,647	6,517

There are no restrictions over any of the cash and cash equivalent balances held by Ringa Hora. A Call Account was held with the Bank of New Zealand with a daily floating interest rate.

5. Short-term investments

Accounting Policy

Deposits with an original maturity of more than three months and less than one year are recognised as short-term investments.

All in \$000s	Actual 2024	Actual 2023
Short-term investments		
Term deposits	-	4,000
Ringa Awhi term deposits	-	-
Total	-	4,000

At 30 June 2024 there were no Term deposits. (2023: At 30 June 2023 there was a Term deposit with ASB with a maturity date of 8 September and with an interest rate of 5.65% per annum).

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



6. Trade receivables and other receivables

Accounting Policy

Receivables are recognised initially at fair value plus directly attributable transaction costs and subsequently at amortised cost, using the effective interest method, less impairment losses.

For trade receivables from exchange transactions impairment losses are based on an assessment of the lifetime expected credit loss conducted at the end of each reporting period. That is, at each reporting date, the entity is required to assess whether it expects to recover all receivable balances outstanding and, if not, perform an assessment of the amount of loss expected to be suffered over the life of the receivable.

Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults and adjustments for future economic indicators.

The amount of the loss is measured as the difference between the receivables carrying amount and the present value of estimated future cash flow. The carrying amount of the asset is reduced and the amount of the loss is recognised in surplus or deficit.

In a subsequent period, if the amount of the impairment loss decreases, the reversal of previously recognised impairment loss is recognised in the surplus or deficit.

There are no amounts overdue or to be impaired at the reporting date and no balances were written off to bad debts during the reporting period.

Advances

Advances have been made to Hāpaitia Limited for shared services to be provided. As provided in the Service Contract with Hāpaitia Limited further advances. The advance to Hāpaitia Limited, an associate, is non-interest bearing (Note 16).

All in \$000s	Actual 2024	Actual 2023
Trade receivables		
Trade receivables from exchange transactions	12	71
Net trade receivables from exchange transactions	12	71
Receivables from non-exchange transactions		
GST receivable	141	195
Advances to Hāpaitia Limited	794	825
Total receivables from non-exchange transactions	935	1,020
Total trade and other receivables	947	1,091

Notes to the Financial Statements
Ringa Hora – Services
Workforce Development Council
For the year ended 30 June 2024



7. Associates

Accounting Policy

Associates

An associate is an entity over which Ringa Hora has significant influence, but not control, over the financial and operating policies and that is neither a subsidiary nor an interest in a joint venture.

Investments in associates are accounted for in the financial statements using the equity method of accounting. Investments in associates are measured at cost, including directly attributable transaction costs, in our financial statements, and there is no quoted market value for determining the fair value of the investment in the Associate.

Ringa Hora holds significance over the following entity, which is accounted for using the equity method:

Name	Voting rights and Ownership interest
Hāpaitia limited	16.67%

Hāpaitia Limited, shared services provider for the Workforce Development Councils, operates on a break-even basis and hence there are no accumulated revenues and expenses to be carried forward. Each Council was issued with one equal share, unpaid. Therefore no Investment in associate balance is reported in the Council Statement of Financial Position.

Hāpaitia Limited has the same reporting date as Ringa Hora, being 30 June. The company is domiciled in New Zealand and is a Limited Liability company. There are no significant restrictions regarding the distribution of dividends or repayments of loans from Associates. There were no contingent liabilities in relation to the associate, Hāpaitia Limited, as at reporting date.

Management determined that Ringa Hora had significant influence over Hāpaitia Limited even though it held less than 20% of the voting rights because it has one representative on the board of directors of Hāpaitia Limited and has the same voting rights as the other five shareholders in Hāpaitia Limited, all of whom are Workforce Development Councils.

8. Trade and other payables

Accounting Policy

Short-term payables are initially recognised at fair value plus directly attributable transaction costs and subsequently at amortised cost, using the effective interest method. Payables are non-interest bearing and are normally settled on the 20th day of following month or earlier per due date.

All in \$000s	Actual 2024	Actual 2023
Trade payables	303	708
Accruals	110	129
Other payables	14	8
Total	427	845

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



9. Employee benefit liabilities

Accounting Policy

Short-term employee benefits

Short-term employee benefit liabilities are recognised when there is a legal or constructive obligation to remunerate employees for services provided and that are expected to be settled wholly before 12 months after the reporting date. Short-term employee benefits are measured on an undiscounted basis and expensed in the period in which employment services are provided. These include salaries and wages accrued up to reporting date, annual leave earned but not yet taken at reporting date.

Long-term employee benefits

Long-term employee benefits are those that are due to be settled beyond 12 months after the reporting date in which the employee provides the related service, such as long service leave and retirement gratuities, and have been calculated on an actuarial basis.

The calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Annual leave and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of reporting are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans

such as KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are recognised as an employee benefit expense in surplus or deficit in the periods during which services are rendered by employees.

Prepaid contributions are recognised as an asset (prepayment) to the extent that a cash refund or a reduction in future payments is available. Contributions to a defined contribution plan that are due more than 12 months after the end of the period in which the employees render the service are discounted to their present value.

All in \$000s	Actual 2024	Actual 2023
Current		
Short-term employee benefits	454	384
Current portion of long-term employee benefits	-	-
Total	454	384

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



10. Financial instruments

Ringa Hora initially recognises financial instruments when Ringa Hora becomes a party to the contractual provisions of the instrument. Ringa Hora derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred.

Any interest in transferred financial assets that is created or retained by Ringa Hora is recognised as a separate asset or liability. Ringa Hora derecognises a financial liability when its contractual obligations are discharged, cancelled or expire. Financial assets and financial liabilities are also derecognised when there has been significant changes to the terms and/or the amount of contractual payments to be received/paid. Financial assets and liabilities are offset, and the net amount presented in the statement of financial position when, and only when, Ringa Hora has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Ringa Hora classifies financial assets and financial liabilities as amortised cost. Financial instruments are initially measured at fair value plus directly attributable transactions costs. Subsequent measurement is dependent on the classification of the financial instrument and is specifically detailed in the accounting policies provided in notes 6 and 8 and below.

i) Classification of financial instruments

The tables below show the carrying amount of our financial assets and financial liabilities at the reporting date.

2024		Financial Assets	Financial Liabilities	Total
All in \$000s	Note	Amortised cost	Amortised cost	
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	9,647	-	9,647
Receivables	6	806	-	806
Payables	8	-	(427)	(427)
		10,453	(427)	10,026

2023		Financial Assets	Financial Liabilities	Total
All in \$000s	Note	Amortised cost	Amortised cost	
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	6,517	-	6,517
Short term investments	5	4,000	-	4,000
Receivables	6	896	-	896
Payables	9	-	(845)	(845)
		11,413	(845)	10,568

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



10. Financial instruments (continued)

ii) Fair value through surplus or deficit

These assets arise principally from the provision of goods and services to customers (e.g., trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

Impairment provisions for current and non-current trade receivables are recognised based on the simplified approach within PBE IPSAS 41 using a provision matrix in the determination of the lifetime expected credit losses. During this process, the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised in surplus or deficit. On

confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Impairment provisions for receivables from related parties and loans to related parties are recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Ringa Hora financial assets measured at amortised cost comprise trade receivables from exchange transactions and other receivables and cash and cash equivalents in the statement of financial position. Cash and cash equivalents includes cash

in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

iii) Amortised cost financial liabilities

Financial liabilities at amortised cost are initially recognised at fair value net of any transaction costs directly attributable to the issue of the instrument. They are subsequently measured at amortised cost using the effective interest rate method, which ensures that any interest expense over the period to repayment is at a constant rate on the balance of the liability carried in the Statement of financial position. For the purposes of each financial liability, interest expense includes initial transaction costs and any premium payable on redemption, as well as any interest or coupon payable while the liability is outstanding.

Ringa Hora financial liabilities measured at amortised cost comprise trade and other payables and accruals in the Statement of financial position.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



11. Equity

Accounting Policy

Our equity comprises accumulated revenue and expenses and reserves. Equity is represented by net assets. Ringa Hora manages its equity by prudently managing revenues, expenses, assets, liabilities, investments, and general financial dealings to ensure that it achieves its objectives and purpose, while remaining a going concern. As provided in the Prudent Reserves policy movements in reserves, both inward and outward, must be approved by the Council. The prudent reserves policy provides guidelines for determining the appropriate level of capital, operating and other reserves for the Council to hold each year to maintain its financial health.

All in \$000s	Actual 2024	Actual 2023
Equity		
Accumulated revenue and expenses	712	539
Reserves		
Operating reserve	2,884	1,884
Capital reserve	965	1,096
Special projects reserve	3,000	3,000
Te Kāhui Ahumahi reserve	129	129
Ringa Awhi reserve	2,055	3,785
Total reserves	9,033	9,894
Total equity	9,745	10,433
Accumulated revenue and expenses		
Balance at 1 July	539	308
Surplus/(deficit) for the year before other comprehensive revenue and expenditure	(688)	3,362
Allocation from/(to) operating reserve	(1,000)	-
Allocation from/(to) capital reserve	131	104
Allocation from/(to) Ringa Awhi reserves	1,730	(1,176)
Allocation from/(to) Special projects reserve	-	(2,000)
Allocation from/(to) Te Kahui Ahumahi reserve	-	(59)
Balance as at 30 June	712	539

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



11. Equity (continued)

The Operating reserve was established by Council under the Prudent Reserves policy to receive an allocation of operating surplus for the financial year and funds from which could be applied with the approval of the Council for special initiatives or future operating deficits.

All in \$000s	Actual 2024	Actual 2023
Operating Reserve		
Balance at 1 July	1,884	1,884
Allocation from/(to) accumulated revenue and expense	1,000	-
Balance as at 30 June	2,884	1,884

The Capital Reserve was established by Council under the Prudent Reserves policy to receive an allocation of any operating surplus for the financial year which could be applied for the purchase of Capital Assets in the future with the approval of the Council. The reserve would also be applied to cover the annual cost of leasing assets purchased by Hāpaitia Limited upon the establishment of the Workforce Development Councils.

All in \$000s	Actual 2024	Actual 2023
Capital Reserve		
Balance at 1 July	1,096	1,200
Allocation from/(to) accumulated revenue and expense	(131)	(104)
Balance as at 30 June	965	1,096

The Special Projects Reserve is a reserve established by Council under the Prudent Reserves policy to receive an allocation of operating surplus for the financial year which could be applied to fund future special projects and initiatives with the approval of the Council.

All in \$000s	Actual 2024	Actual 2023
Special Projects Reserve		
Balance at 1 July	3,000	1,000
Allocation from/(to) accumulated revenue and expense	-	2,000
Balance as at 30 June	3,000	3,000

Established by Board/Council under the Prudent Reserves policy to receive an allocation of operating surplus relating to funding received for budgeted Te Kāhui Ahumahi expenditure that was unspent during the financial year that may be called upon for future mahi by Te Kāhui Ahumahi and approved for use by the Council at a future date.

All in \$000s	Actual 2024	Actual 2023
Te Kāhui Ahumahi reserve		
Balance at 1 July	129	70
Allocation from/(to) accumulated revenue and expense	-	59
Balance as at 30 June	129	129

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



11. Equity (continued)

The Ringa Awhi Reserve is a reserve established by Council to receive the funds from Service IQ to be applied to fund future projects that meet the specifications for distribution established under the funding agreement between Service IQ and Ringa Hora.

All in \$000s	Actual 2024	Actual 2023
Ringa Awhi reserve		
Balance at 1 July	3,785	2,609
Funds received for Ringa Awhi reserve	-	2,528
Interest received for Ringa Awhi	135	107
Application of funds for Ringa Awhi reserve	(1,865)	(1,459)
Balance as at 30 June	2,055	3,785

12. Ringa Awhi fund

Service IQ transferred funds to Ringa Hora in order to enable Ringa Hora to fund the development of service industry specific projects outside of Ringa Hora core business but of benefit for industry and its workforce. Ringa Hora administers and oversees these funds which can be accessed through the development of a funding proposal that must be approved by the relevant service sector representatives outlined in the funding agreement. The funds are held in a special reserve, (Note 11).

All in \$000s	Actual 2024	Actual 2023	Actual 2022
Non-operating revenue			
Ringa Awhi funds	-	2,528	2,609
Ringa Awhi interest	135	107	-
Total non-operating revenue	135	2,635	2,609
Non-operating expenditure			
Ringa Awhi distributions	1,865	1,459	-
Total non-operating expenditure	1,865	1,459	-
Total non-operating surplus/(deficit)	(1,730)	1,176	2,609

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



13. Major budget variations

Explanations for major statement of comprehensive revenue and expense budget variations from the 2024 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2024	Budget 2024	Variance
Operating revenue variances			
Government funding	11,293	11,293	-
Project grants funding	-	-	-
Interest revenue	279	178	101
Other revenue	5	-	5
Total non-operating revenue variances	11,577	11,471	106
Operating expenditure variances			
People related expenses	7,871	7,954	(83)
Shared services	1,473	1,561	(88)
Administration and other expenses	1,191	1,919	(728)
Total comprehensive revenue and expense	10,535	11,434	(899)
Non-operating revenue variances			
Ringa Awhi funds	-	1,000	(1,000)
Ringa Awhi interest revenue	135	148	(13)
Total non-operating revenue variances	135	1,148	(1,013)
Non-operating expenditure variances			
Ringa Awhi distributions	1,865	1,148	717
Total non-operating expenditure variances	1,865	1,148	717
Total comprehensive revenue and expense	(688)	37	(725)

Interest revenue was higher than budget due to higher levels of term deposits and interest rates than expected when preparing the budget. Employee expenses were lower than budgeted during to unfilled vacancies during the year. Shared services expenses were lower than expected due to lower costs incurred by Hāpaitia Ltd (shared services company) during the year. Administration and other expenses were lower than budgeted primarily due to savings in travel costs.

Ringa Awhi funds were all received in the 2023 year resulting in a timing variance with the 2024 budget. Interest revenue on invested Ringa Awhi term deposits was less than budget due to lower deposits resulting from higher distributions from the fund than budgeted.

Notes to the Financial Statements
Ringa Hora – Services
Workforce Development Council
For the year ended 30 June 2024



13. Major budget variations (continued)

Explanations for major statement of financial position budget variations from the 2024 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2024	Budget 2024	Variance
Statement of financial position			
Current assets	10,626	9,240	1,386
Current liabilities	881	722	159
Equity	9,745	8,518	1,227

Current assets were higher than budgeted due to higher than expected cash balances resulting from lower levels of expenditure than planned. Current liabilities were higher than budgeted due to higher levels of employee entitlements than budgeted. Equity reserves were higher than budgeted due to the higher level of surplus at the end of the year.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



13. Major budget variations (continued)

Explanations for major statement of cash flow budget variations from the 2024 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2024	Budget 2024	Variance
Statement of cash flows			
Cash flow from operating activities	829	43	786
Cash flow from investing activities	4,000	-	4,000
Cash flows from financing activities	31	-	31
Net cash flows from non-operating activities	(1,730)	(1,000)	(730)
Net increase/(decrease) in cash and cash equivalents	3,130	(957)	4,087
Cash and cash equivalents at beginning of the year	6,517	8,356	(1,839)
Total cash and cash equivalents at end of the year	9,647	7,399	2,248

Cashflows from operating activities were higher than budgeted primarily due to lower payments to people and suppliers resulting from lower than planned levels of expenditure. Interest received was also higher than budget. Investments in Term Deposits and a partial repayment of the advance to Hāpaitia were not budgeted. Cash outflows from Ringa Awhi non-operating activities were higher than budgeted with the net effect being increased cashflows and higher than budgeted cash balances at the end of the financial year.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



14. Operating leases

Accounting Policy

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the leasee. Leases that are not finance leases are classified as operating leases. Operating leases are not recognised in our Statement of financial position.

Payments made under operating leases are recognised in surplus or deficit on a straight-line basis over the term of the lease. We have entered leasing arrangements with our associate Hāpaitia Limited for computer and office equipment as part of the Service contract between both parties (Note 16).

Ringa Hora has a commitment under the service contract with Hāpaitia Limited to meet its computer and office equipment lease and continuing operating cost commitments for the life of the assets and lease commitments made by Hāpaitia Limited.

All operating leases have been signed through Hāpaitia Limited and costs are recharged to the Workforce Development Councils. Ringa Hora has no other operating leases.

15. Commitments and contingencies

Accounting Policy

Commitments are future expenses and liabilities to be incurred, on contracts that have been entered into at reporting date.

Commitments

Ringa Hora has a commitment under the service contract with Hāpaitia Limited to meet its computer and office equipment lease obligations and continuing operating cost commitments for the life of the assets and lease commitments made by Hāpaitia Limited during the term of the contract.

The annual operating lease value for the computer and office equipment is variable depending on the quantum of assets leased, with an approximate annual lease cost of \$118,519 (2023: \$111,200). The lease commitment continues until either party terminate the contractual arrangement.

Hāpaitia Limited has ongoing contractual commitments including operating leases. Each Workforce Development Council is required under the terms of the service contract to meet these commitments for the life of any contracts executed during the period of the service contract. The value of this commitment for Ringa Hora, at the 30 June 2024, was \$141,147 (2023: \$226,607).

Contingent Liabilities

The funding from the TEC sourced from the WDC Fund ("Fund") has been assessed as being without conditions and recognised as revenue when received.

There are some circumstances when some or all of this funding could be required to be repaid (including receiving funding that we are not actually entitled to) but the triggers for this contingent liability are very unlikely given the governance and management oversight processes in place.

The quantity of any contingent liability is difficult to quantify as even if events triggered a liability there is extreme variability in what this liability would be.

Capital Commitments

There are no capital commitments at reporting date (2023: Nil).

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



16. Related party transactions and key management personnel

Accounting Policy

Related party disclosures have not been made for transactions with related parties that are:

- within a normal supplier or client/recipient relationship; and
- on terms and conditions no more or less favourable than those that are reasonable to expect that we would have adopted in dealing with the party at arm's length in the same circumstances.

Further, transactions with government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with normal operating arrangements and undertaken on the normal terms and conditions for such transactions.

i) Key management personnel remuneration

Ringa Hora classifies its key management personnel into one of two classes:

- Members of the governing body
- Senior executive officers, responsible for reporting to the governing body

Members of the governing body are paid annual fees in accordance with the Cabinet Office Circular CO-(22) 2 Revised Fees Framework for members appointed to bodies in which the Crown has an interest, dated 6th October 2022. Senior executive officers are employed as employees of Ringa Hora on normal employment terms.

The aggregate level of remuneration paid and number of persons (measured in 'people' for Members of the governing body, and 'full-time equivalents' (FTEs) for Senior executive officers) in each class of key management personnel is presented here:

All in \$000s	Actual 2024	Actual 2023
Key management personnel related party transactions		
Council members		
Number of Council members ^{(1) (2)}	0.16	0.32
Remuneration	262	309
Senior executive officers		
Full-time equivalent members ⁽³⁾	6	4.75
Remuneration	1,346	1,117
Total full-time equivalent members	6.16	5.07
Total key management personnel remuneration	1,608	1,426

1. There were nine members of council throughout the period of 1 July 2023 to 30 June 2024 (2023: There were 10 members of council throughout the period of 1 July 2022 to 30 June 2023. Seven served for the full period, one resigned 31 August 2022, one resigned 31 May 2023 and one started on 1 August 2022.)
2. There are six members of the senior management team considered to be key management personnel. (2023: There are five members of the senior management team considered to be key management personnel. These members were employed throughout the period 1 July 2022 to 30 June 2023 resulting in a full time equivalent figure of 4.75. One member was only employed for eight months.)

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



16. Related party transactions and key management personnel (continued)

ii) Other related parties

During the reporting period Ringa Hora transacted with the following related parties:

2024	Related Party	Goods/Services Provided	Transaction Value	Transaction Value	Accounts Payable	Accounts Receivable	Advances made
			(\$000's)	(\$000's)	(000's)	(000's)	(000's)
			Paid	Received	As at June 30	As at June 30	As at June 30
	Hapaitia Ltd	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	1,550	-	178	-	794
	Hanga-Aro-Rau	Shared project and operational costs recharged	1	-	-	-	-
	Muka Tangata	Shared project and operational costs recharged	19	40	6	-	-
	Toi Mai	Shared project and operational costs recharged	-	90	1	-	-
	Toitū te Waiora	Shared project and operational costs recharged	-	12	6	-	-
	Waihangā Ara Rau	Shared project and operational costs recharged	-	-	-	-	-
	Manaaki Management Ltd	Conferences	3	-	-	-	-
Total			1,573	142	191	-	794

2023	Related Party	Goods/Services Provided	Transaction Value	Transaction Value	Accounts Payable	Accounts Receivable	Advances made
			(\$000's)	(\$000's)	(000's)	(000's)	(000's)
			Paid	Received	As at June 30	As at June 30	As at June 30
	Hāpaitia Ltd	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	3,341	226	-	-	825
	Hanga-Aro-Rau	Shared project and operational costs recharged	2	-	-	-	-
	Muka Tangata	Shared project and operational costs recharged	13	-	-	-	-
	Toi Mai	Shared project and operational costs recharged	-	-	-	-	-
	Toitū te Waiora	Shared project and operational costs recharged	30	-	-	-	-
	Waihangā Ara Rau	Shared project and operational costs recharged	30	-	-	-	-
	Aviation NZ ¹	Conferences	1	-	-	-	-
	Manaaki Management Ltd ¹	Conferences	9	-	-	-	-
Total			3,426	226	-	-	825

1. Related party due to Councilor governance relationship

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2024



17. Events after reporting date

On 1 August 2024, the New Zealand Government announced a review of vocational education and training, which may affect the future operations of the Workforce Development Councils (WDCs) and their shared services entity, Hāpaitia Ltd. As of the date of this report, the potential impact of this review remains uncertain and cannot be quantified. The Government is expected to make a final decision on this matter by late November 2024. (2023: Nil).

