



RINGA HORA

Services

Workforce Development Council

Operational Plan 2023





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Foreword From Chair | Ngā Kupu Whakataki

E ngā ringa katau me ngā ringa mauī e raka ngātahi ana i te hoe, nei rā te moana nui o ngā tūmanako kei te ihu o tō tātou waka. He waka eke noa, kia eke panuku, kia eke Tangaroa.

The journey of transformation in vocational education is well into its second year, and I am incredibly heartened by the efforts of Ringa Hora to navigate these waters of change to ascertain what opportunities have and are emerging on the horizon. Our double-hulled canoe is developing a culture in which all hands are on deck, and the effort of each hand is integral to fulfilling the promise of the Reform of Vocational Education. Te Tiriti o Waitangi, our navigational star, continues to commit us to reimagine a vocational education system that is underpinned by the kaupapa of our nation's founding documents, that honours our Te Tiriti partners and gives effect to the aspirations of all learners and their whānau. We do this so that they have clear pathways to achieving their future in their chosen vocation.

Our sails are filled with the voices of our industries, who advocate for forward momentum to provide skills and workforce leadership that meets the current and future needs within our specified vocations. These voices guide us in developing our education products and quality assurance practices so that our services are responsive, accessible, relevant and contribute to the talent base available to businesses and all workplaces.

At the heart of our canoe are our values – Tika, Pono, Mārama and Aroha. These values bind us to our core beliefs whilst giving us the courage to strive towards horizons of hope and opportunity that benefit all people, including Māori, Pacific People, and Tāngata Whaikaha. Our name, Ringa Hora, commits the many hands to be in service of others. We continue to develop our relationships and knowledge across our industries and sector to build confidence and trust in what we do so that we can embark on this journey together with our people.

I commend our second operational plan to you. It maps out a full-on year starting in July 2023, and we look forward to hearing from our industries, Te Tiriti partners, workers, and others on how well we are fulfilling the promise of current and future generations.

Ki te hoe - to the oars



Hinerangi Edwards

Chair Ringa Hora Services WDC

Overview | Tirohanga Whānui

Ringa Hora Services Workforce Development Council is one of the six Workforce Development Councils (collectively known as Ohu Ahumahi) established to bring transformational change to the vocational education system in Aotearoa New Zealand. Ringa Hora aims to channel and amplify the voice of the Service sector, a crucial component of everyday life for people in New Zealand. The Service sector employs over a third of New Zealand's workforce and contributes approximately \$109 billion annually to New Zealand's Gross Domestic Product (GDP).

Since our establishment in October 2021, we have focused on creating a strong operational foundation to ensure sustained success. As we move into our third year of operation, our focus has shifted to delivering transformational change in the vocational education system for the Service sector.

Our operational plan for 2023/24 (this operating period) builds on our 2022/23 (last operating period) operational plan. It sets out how our purpose, vision, and priorities, as defined in our Statement of Strategic Direction, underpin the mahi we plan to deliver, how we allocate our resources, and how we work together as an organisation and across our partners.

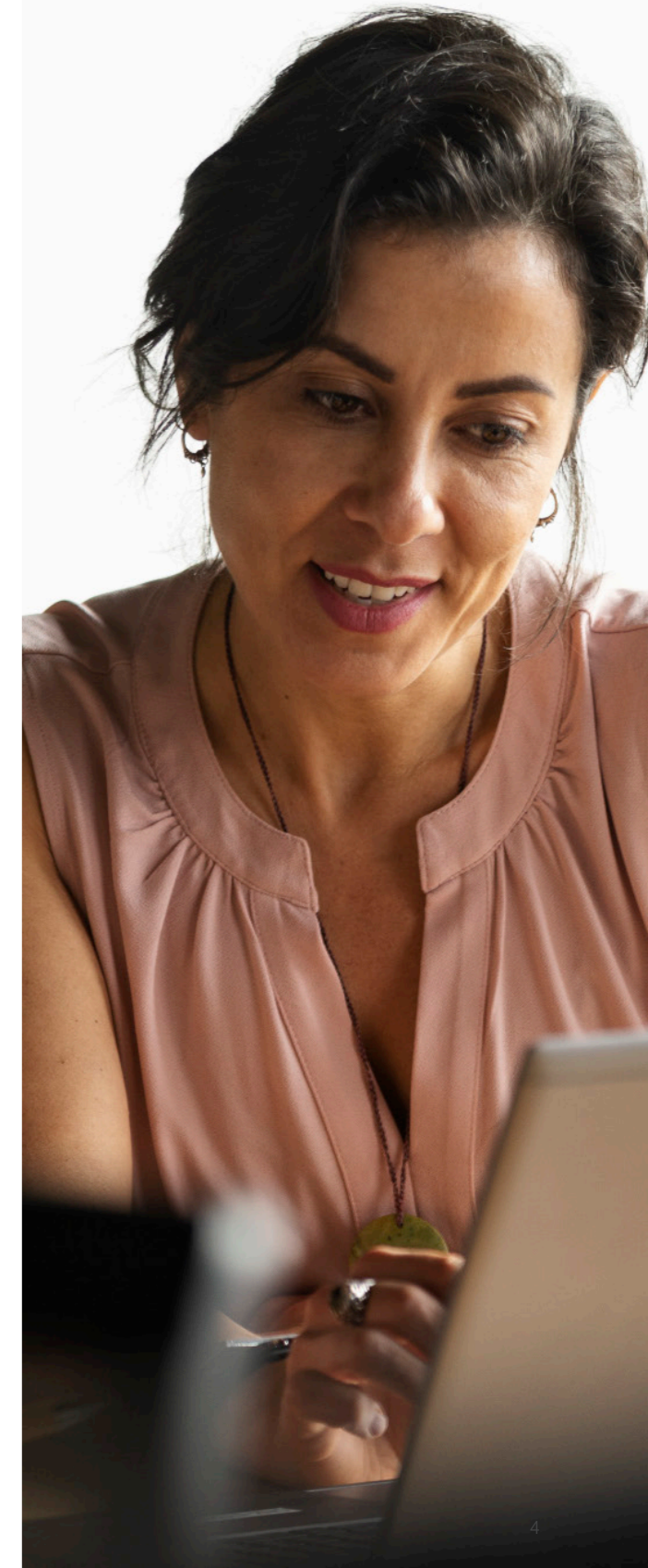
It also outlines how we plan to deliver our core mahi in leadership and engagement, advice to Tertiary Education Commission (TEC) and new curricula and quality assurance over this operating period.

Leadership and engagement – we will improve partnership and engagement in the Service sector. This will include establishing partnerships with Tāngata Whaikaha, building regional responsiveness with Regional Skills Leadership Groups, supporting Hapū, Iwi, pakihi Māori, and Pacific businesses with their workforce aspirations, and establishing industry advisory groups.

Advice to TEC – we will continue to strengthen our investment advice by using a systematic approach to developing advice, underpinned by an in-depth understanding of the opportunities and challenges faced by the Service sector.

New curricula and quality assurance – will we translate the skills gaps and needs of the Service sector into relevant standards, qualifications, and other learning products (including new ones such as micro-credentials); and we will moderate existing qualifications and standards to ensure consistent industry standards and learning outcomes across all learning modes.

This operational plan contributes to creating a skilled, thriving workforce that supports career pathways, lifelong learning, and prosperity across the Service sector in Aotearoa New Zealand.



Strategic Context | Ko te Mātai ki Muri

Who we are

Ringa Hora's name signifies what it does

Our name 'Ringa Hora' is made up of 'ringa', which are 'hands', and 'hora', which means 'spread out' and, in this case, facing upwards. 'Ringa Hora' - the upturned, outspread hands - symbolises manaakitanga, hospitality, and service, which is fundamental to and pervades the whole Service sector.

The broader vocational education system

Ringa Hora is a key contributor to a successful vocational education system in Aotearoa

Ringa Hora is one of six Workforce Development Councils (Ohu Ahumahi) established to play a vital role in Aotearoa's vocational education system as set out in the [Tertiary Education Commissions Korowai Vocational System Map](https://www.tec.govt.nz/assets/Images/KOROWAI-RoVE-System-Map.pdf)¹.

Like strands of muka in the korowai, Ohu Ahumahi help to hold the system together by giving Industry a much greater leadership voice for setting standards and developing qualifications in their respective sectors. Ohu Ahumahi consider the input of industry leaders, employers, iwi, and Māori businesses to determine the skills needed for work in Aotearoa New Zealand.

Ringa Hora delivers its mahi in alignment with key vocational education system strategies

We acknowledge that several strategies underpin a successfully operating vocational education system, such as:

- The Tertiary Education Strategy – Ministry of Education
- Ka Hikitia – Ka Hāpaitia, the Māori Education Strategy
- Action Plan for Pacific Education 2020–2030

We keep across developments in these strategies and ensure the mahi we deliver aligns with them. This ensures we contribute in a coordinated way to the broader outcomes of the vocational education system.



Our sector

The Service sector is broad and diverse

The Service sector includes a wide variety of roles. We have created ten interconnected industry groupings based on the types of things businesses focus on and the roles people play, as seen in figure one. While these groups are different, they all have people at their heart.

The Service sector is a vital component of everyday life for people throughout the motu, encompassing various industries fundamental to people's daily routines. It has over a third of the Aotearoa New Zealand workforce. These workers play a crucial role in the economy and are predominantly represented by young persons, women, and Māori.

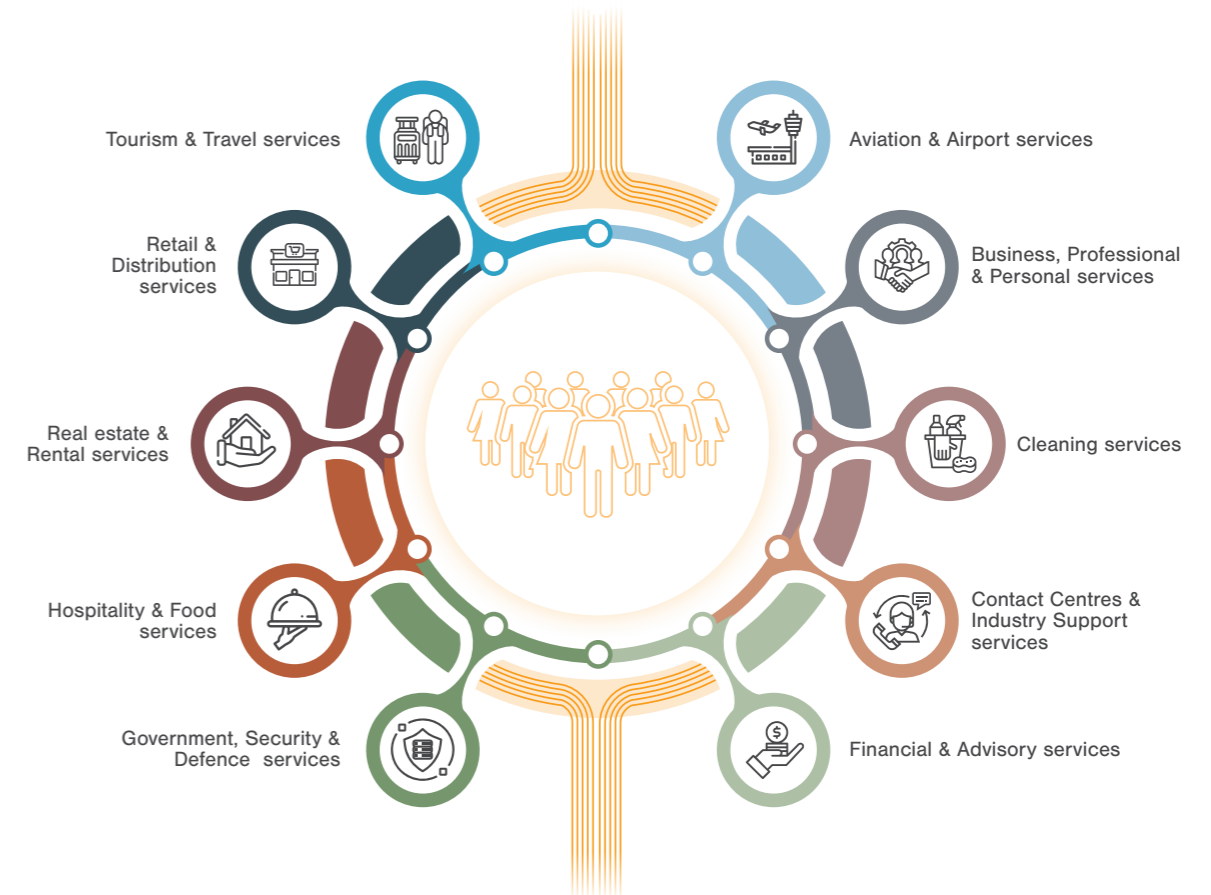


Figure 1. Service sector diagram showing industries covered by Ringa Hora Workforce Development Council

The Service sector forms a crucial part of Aotearoa's economy. It has over **306,000 businesses**, representing approximately **half of all businesses** in the country. Most businesses within the Service sector are **small businesses employing, on average, three people**. The Service sector contributes approximately **\$109 billion annually** to New Zealand's Gross Domestic Product, about 30% of the country's total economic activity.

An estimated **two out of every three people** work in Service industries at some point in their careers. It is common for many who join the Service sector to be entering the workforce for the first time.

The Service sector is made up of a diverse range of people, with **Māori and Pacific Peoples representing 14% and 8% of the total sector workforce**, respectively. **Tāngata Whaikaha workers make up 2.4%** of the workforce. **Rangatahi (15–24-year-olds) make up more than 19%** of the workforce.

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

Of the core workforce, approximately one third turns over on an annual basis. Notably, **38% of workers who change Service industries continue to work within the broader sector**. Transferable skills are therefore vitally important to the success and productivity of businesses across the sector.

The Service sector workforce has proven its resilience and ability to pivot from COVID-19. This resilience is a critical characteristic that will support the Service sector in recovering from current and future shocks, such as natural disasters and economic upheaval. A more extensive data story for the Service sector can be found in our investment advice.

¹ <https://www.tec.govt.nz/assets/Images/KOROWAI-RoVE-System-Map.pdf>

Purpose and Priorities | Ngā Whāinga Matua

Role and vision for this operating period (2023/24)

Our role is to channel and amplify the voice of the Service sector into the vocational education system.

Established through the Education and Training Act 2020 and our Order in Council (OIC), it is Ringa Hora's role to channel and amplify the voice of the Service sector into the vocational education system.

Ringa Hora aims to support the Service sector to tackle skill shortages, adjust to the future of work, build a strong skills base, and have the appropriate training available at the right time. We partner with Industry to highlight their needs and advocate for system changes.

Ringa Hora delivers this role by undertaking its statutory functions:

Skills Leadership	To lead and coordinate industry efforts to identify workforce needs and support the vocational education system and employers to meet those needs.
Qualification System Products	To develop and maintain industry qualifications, training schemes, training packages, capstone assessments and skill standards that meet the needs of the Service sector.
Moderation	To ensure learners have met a required standard when they are awarded a qualification by confirming that assessment materials are fit-for-purpose and that assessment decisions are fair, valid, and consistent with the national standard.
Programme endorsement	To provide industry with assurance that their needs will be met by Programmes; and learners and employers with confidence that there is consistent and coherent programme delivery in the system.
Advice to TEC	To guide and influence TEC's investment decisions in vocational education and ensure that they meet the needs of the Service sector.
Brokerage and advisory services	To help employers and industries meet their skill needs, guide them on the importance of vocational education and training and improve learner-worker experiences in the Service sector.

Our central role in vocational education enables us to connect people across industries, government entities and key groups.

Figure two shows how Ringa Hora connects across the vocational education system.

Tāne-nui-a-rangi (yellow) represents those that Ringa Hora serves.

Papatūānuku (brown) represents those that Ringa Hora collaborates with.

Hineahuone (orange) represents Ringa Hora's foundational principle.

Mā (white) represents the Ohu Ahumahi governance groups that provide strategic leadership through the lens of their respective cultural values.



Figure 2. Ringa Hora's central role in the vocational education system

Our vision – “skills for life, wherever it takes you” – guides us when delivering our role

Our ‘Strategy on a page’ (figure 3), as outlined in our Statement of Strategic Direction, sets out our vision, including how it fits our purpose, priorities, and values.



Figure 3. Our Strategy-on-a-Page (taken from our Statement of Strategic Direction)

Our priorities

To achieve our vision and fulfil our role in the system, we have defined four strategic priorities and four internal priorities

In our Statement of Strategic direction, Ringa Hora has determined two sets of priorities: our strategic and internal priorities.

Our strategic 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

These strategic priorities dictate where we focus our efforts and how we impact those we serve.

Our internal priorities

- Uplift our Te Tiriti o Waitangi capability. Our commitment to giving effect to Te Tiriti o Waitangi is fundamental to our work. To do so, we need to ensure we individually and collectively understand what this means. We continue to recruit the right capabilities into Ringa Hora, as well as train and educate our people to uplift their capabilities
- Build a diverse, high-performing team. We want Ringa Hora to reflect the diversity of Aotearoa; through a variety of cultures, backgrounds, and experiences, we can solve more complex problems for our industries and the people we serve
- Nurture a collaborative culture in line with our values. Collaboration is built into our DNA; we collaborate with Industry to deliver fit-for-purpose standards and qualifications, work with providers in developing programmes, and collaborate with other Ohu Ahumahi through our shared services and many other matters. We will continue to be a front-runner when it comes to collaboration, and we will do so with our values in mind; tika, pono, aroha, and mārama
- Model environmentally sustainable and adaptive practices. In our day-to-day operations, we want to make environmentally responsible choices that reduce our ecological footprint. Although the heavy engagement nature of our mahi might not lend itself to this, there are actions we can take (or choose not to take).

How our work programme enables us to achieve our priorities

We have prioritised projects on our work programme that enable us to achieve our strategic and internal priorities

The Ringa Hora work programme for this operating period is outlined in section one of the appendix. Our work programme offers an overview of the projects we expect to deliver in this operating period. Each project in our work programme enables us to achieve one or more of our strategic or internal priorities and to deliver our core functions.

As seen in table one, we have organised the projects from our work programme into three categories:

Priority transformational projects (must do): these projects have been identified as the most important things for us to achieve in this operating period. They are the most important to us as we believe they will have the highest transformative impact for the people we serve and the strongest contribution to achieving our strategic priorities.

Functional projects (need to do): projects that we need to do to operate successfully and meet reporting requirements.

Contributory projects (should do): projects that will enhance the delivery of our priority and functional projects.

Table 1. Projects for this operating period. More detail can be found in our work programme.

Priority transformational projects (must do)	Functional projects (need to do)	Contributory projects (should do)
<ul style="list-style-type: none"> Embed the Ohu Ahumahi Te Tiriti o Waitangi kaupapa Deliver actions outlined in Ringa Hora 2023 Workforce Development Plan. Complete the “Shaping the Future of Service Skills” Project Deliver actions resulting from the Māori Service Sector Network Forum TEC Investment advice 2025 2024 Workforce Development plan 	<ul style="list-style-type: none"> Ringa Hora Operational Plan 2024/2025 2024 National External Moderation Plan (NZQA) 2023 National External Moderation System Report (NZQA) Ohu Ahumahi Mātauranga Māori Principles and Guidelines Continue to manage the Ringa Awhi Fund (formerly SIQ fund) Ringa Hora Impact Measure Framework - (He Ara Waiora in action) 2023 Annual Report Culture Amp roll-out Recruitment and retention plan Environmental Sustainability and Adaptiveness plan 2024 qualifications system products work plan. Culinary koha project TEC progress report 1 TEC progress report 2 Developing a five-year planning horizon for Ringa Hora from Statement of Strategic Direction 	<ul style="list-style-type: none"> Service 100 Project WDC Future Workforce Research Quality Assurance webinar series Industry Engagement Hui 2024 Career pathway framework

In addition to the projects outlined in our work programme, we also deliver foundational ‘building block’ activities that are critical to Ringa Hora’s success.

Table two shows our foundational ‘building block’ activities, which support our work programme. These activities do not appear in our work programme as they are ongoing. They form the foundation of our organisation and are critical to delivering our work programme and achieving our priorities.

Table 2. Foundational building block activities – by Ringa Hora team

Strategy and advice	Qualifications and Quality Assurance	Partnerships and Engagement
<ul style="list-style-type: none"> Strengthening organisational culture and values Delivering strong governance practices Embedding operational policies and processes Keeping our kaimahi healthy, safe, and well in the workplace Delivering marketing and communications Developing policy, data, and insights Building and developing kaimahi capability 	<ul style="list-style-type: none"> Developing & Maintaining Qualification and Standards Developing & Maintaining Micro-credentials Delivering Pre & Post Moderation Delivering Programme Endorsement 	<ul style="list-style-type: none"> Engaging and partnering with Industry, collaborators, and other interested parties Connecting with Iwi, hāpu and Māori organisations Connecting with Pacific organisations Connecting with Tāngata Whaikaha organisations

A proportion of our daily activity also supports wider policy development that impacts the Service sector. This includes supporting plans such as the Tourism Industry Transformation Plan, led by the Ministry of Business, Innovation and Employment (MBIE); providing workforce insights to MBIE to ensure consistent decision-making across employment, skills, and immigration policy; and working with the Ministry of Education, NZQA and TEC on proposed changes to the Vocational Education System.

Potential challenges or issues we foresee in this operating period

We have identified several challenges or issues over this operating period which may impact our ability to deliver our work programme

Key operational challenges are described as risks in our operational risk register.

We’ve also identified several external challenges that may impact our ability to deliver our work programme:

- System readiness:** Further mahi is needed to ensure the system prioritises commitments to Te Tiriti o Waitangi to give effect to the vision of Māori flourishing in all parts of the system and at all levels. While progressing our mahi in this area, we must ensure we’re aligned with other system partners.
- Cross-government skill responses:** There are gaps in forming coherent cross-government skill responses and aligning policy initiatives across skills, education, immigration, and workforce development. We must proactively understand what is happening in other parts of the system and invest appropriate resources to respond effectively and prevent silos.

- Economic uncertainty:** Economic uncertainty persists as the latest projections indicate a gradual deceleration in economic expansion coupled with rising inflationary pressures. Recent weather events have added to the complexity of the situation. We must carry out contingency planning to ensure we can adapt to changes as they arise.
- Technological disruption:** The Service sector faces the potential challenge of technological disruption as advances in automation, artificial intelligence, and robotics may lead to job displacement. We must prioritise the development of a forward-thinking, agile workforce equipped with the necessary skills to adapt to changing job requirements.
- Climate change and adaptation:** Small-medium-sized businesses face significant challenges as they consider how to plan for and adapt to new challenges posed by climate change. Extreme weather events, changing legislative and regulatory requirements, and geographical shifts may compromise financial sustainability and resources for engagement. We must think creatively and provide clear value while also understanding what’s happening across the system.

Governance and Operating Context | Te Taumata Mana Whakahaere

Alignment of operations with role and vision

We operate in alignment with our role and vision by prioritising activities that enable us to achieve our strategic and internal priorities

We accomplish our strategic and internal priorities through the effective delivery of our work programme and building block activities. Our focus when creating our work programme is on prioritising activities that are in alignment with our strategic priorities, role, and vision.

Council setting and monitoring work programme

Our Council sets our work programme by approving key documents and monitors it through a governance work plan

Our Council has set the direction of our work programme by approving our Statement of Strategic Direction, which outlines our strategic priorities for the next five years and informed our work programme.

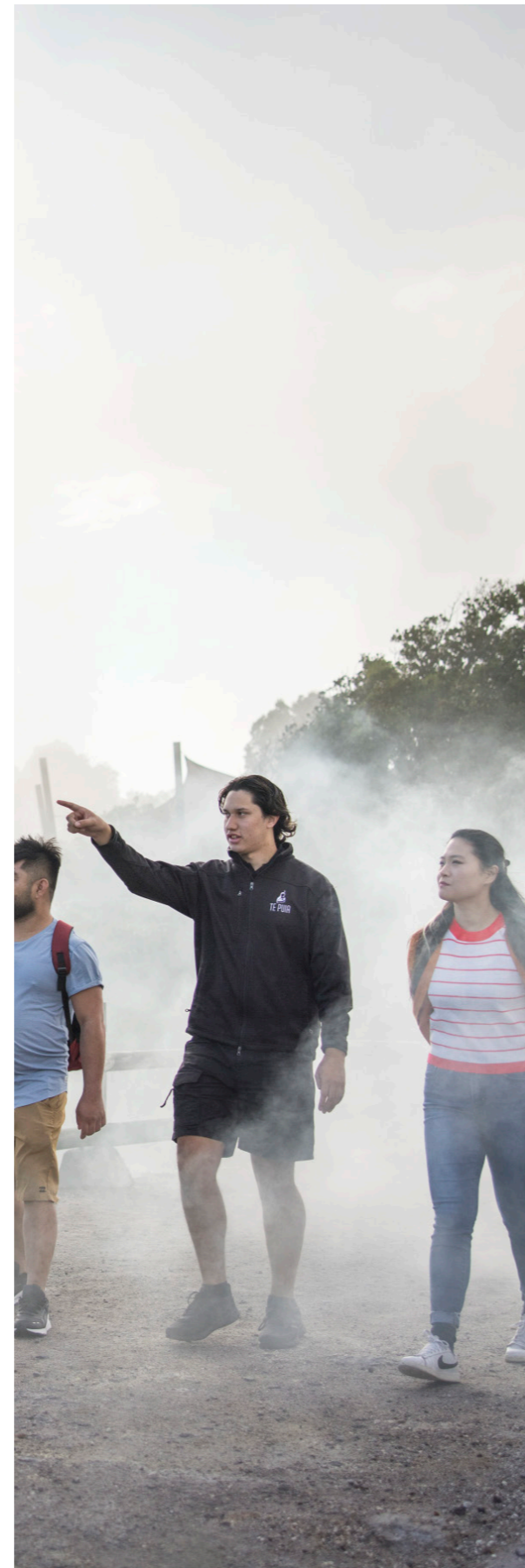
Our Council monitors our work programme through a governance work plan (section three of the appendix). The governance work plan sets out the role of the Council and its supporting committees. Additionally, it maps out what information needs to be provided to each governance group and when to ensure our work programme remains aligned with our priorities.

Our Council is held to account through independent skills capability assessments as required by our funding agreement.

Key operational and reporting milestones

Key operating and reporting milestones are outlined in our work programme

Our work programme describes and maps out key operational and reporting milestones for Ringa Hora in this operating period.



2022/23 activities to be delivered in 2023/24

Our work programme includes a small number of activities from the last operating period that will be continued in this operating period

A small number of activities from the last operating period are being carried out in this operating period, as seen in table three. These are represented in our work programme as 'Connection to activities identified in 2022/23.'

Table 3. Activities from the last operating period to be delivered in this operating period.

Activity from the last operating period	Continuation in our work programme for this operating period
Contribute to cross WDC Te Tiriti o Waitangi outcomes framework.	Follow on project in 2023/2024: Embedding Ohu Ahumahi Te Tiriti o Waitangi kaupapa
Launch performance management approach.	An interim approach was implemented in the last operating period, and a final approach will be implemented in this operating period. Represented as "Culture Amp roll-out" on the work programme for this operating period
Develop an 'Impact reporting' tool	This was not completed in the last operating period due to changes in scope. Represented as "Ringa Hora Impact Measure Framework - (He Ara Waiora in action)" on the work programme for this operating period

Performance measures

We will assess and measure our performance in this operating period based on the framework set out by the Tertiary Education Commission (TEC)

Ringa Hora has proposed a range of performance measures for this operating period designed to capture its contribution to the Service sector. These measures are designed to determine how Industry perceives Ringa Hora, whether Providers reflect the advice of Ringa Hora, and the degree to which employers are confident that graduates possess appropriate skills.

Ringa Hora plans to measure its performance in this operating period based on the framework set out by TEC. We will focus on three key areas:

- **Function measures** – ensuring our activities align with legislative functions
- **Impact measures** – ensuring we lead positive change for our industries
- **Management measures** – ensuring the effective operation of Ringa Hora from a financial, risk and governance perspective

Function measures

Ringa Hora has put in place a range of measures aligned with our core functions, as described in table four.

Table 4. NZQA aligned function measures for this operating period.

Function	Description of output	Measures of success (2023/24)	Key performance indicators
Developing and setting standards, capstone assessments and qualifications	Having skills standards, qualifications, and micro-credentials that meet the needs of the Service sector and partners	<ul style="list-style-type: none"> • Evidence that Industry need is met (engagement) • Evidence that qualifications, micro-credentials, and standards are fit for purpose. • Evidence that products are being used • Systems are in place to monitor that educational products are (and continue to be) fit for purpose 	<ol style="list-style-type: none"> 1. Measures are agreed with NZQA and submitted to TEC by June 2023 2. Progress against these measures is reported in TEC progress reports for the operating period
Endorsing programmes and moderating assessments ²	Having appropriate programmes in place that deliver the desired outcome for learners and employers – as conveyed by employers and partners through the intent of the qualification design	<ul style="list-style-type: none"> • Evidence that moderation systems ensure assessment practices are fair valid and consistent. • Evidence that approaches taken are appropriate to the nature of the learning outcomes and assessment evidence submitted and are flexible and adaptive. • Evidence of stakeholder confidence that the learners achieved the learning outcomes for which they have been credentialed. • Evidence that compliance costs to providers has been taken into consideration when deciding which standards to call for moderation and which moderation approach and sampling methods to adopt. • Evidence that the WDC has systems to work toward continuous improvement. • Evidence that programmes endorsed have been processed within service level agreement requirements 	
Leadership	<ul style="list-style-type: none"> • Articulating the Service sector's current and future workforce and skills needs—from the combined perspectives from all parts of Aotearoa (Economic growth, Industry, partners, workers.) • Identify the role of the vocational education system in responding to the current and future skills and workforce needs of the Service sector • Connect with other agencies within the labour market system to affect change 	<ul style="list-style-type: none"> • Engagement records from Aka Kōrero – specifying the level of engagement across the motu relative to the size of the Service sector. • Developing and publishing Workforce development plans, including related research • Establishing formal cross-agency forums 	
Advisory role to TEC and representation of Industry	Ensuring appropriate vocational education resources are being directed towards the Service sector as set out within the skills and workforce leadership function	Developing annual Investment advice	

² Although programme endorsement and moderating assessments are combined in the legislation, Ringa Hora clearly distinguishes these functions as part of our operations. This is in recognition of the differing role they play in integrating industry voice into vocational education provision.

Impact measures

Ringa Hora has proposed a set of Impact measures to help gauge its functions’ effects, as seen in table five.

Table 5. Impact measures for this operating period.

	Reform of Vocational Education (RoVE) benefit	Key performance indicators	Measures	Frequency
Existing	Industry and regions have stronger leadership, and learners have a stronger voice in the vocational education and training system (VET)	Industry leadership is stronger and more impactful	Confidence of Industry that WDC leadership is stronger and more impactful	Reported annually
New	All learners and employers have their training needs met through more relevant and flexible provision	Graduates consistently have relevant skills ³	Confidence of employers that graduates will have the relevant skills	Reported annually
New	Sustain positive outcomes for learners and Industry in the Service sector (economic and social)	There is an increasing uptake and consistent use of training provision - with successful labour market outcomes	Quantitative dashboard on the uptake of training and post-training employment outcomes – Extracted from the integrated data infrastructure	Reported annually

Management measures

Ringa Hora has been operating under a funding agreement that has outlined measures to ensure its effective functioning. As per the previous funding agreement, these measures will continue to be in place and be further refined to ensure that Ringa Hora delivers on its mandate. Table six shows these measures, including the agreed targets for each measure and how Ringa Hora plans to achieve these targets.

Table 6. Management measures for this operating period.

Focus area	Measures	Agreed target
Financial management	Ringa Hora has performed within its budget (via the standard Financial Planning and Reporting Template.)	<ul style="list-style-type: none"> Any material difference between actuals and the overall budget is explained in financial reporting.
Risk management	The Risk Register is completed (incl. risk details and level of risk). Each risk has an appropriate response for mitigation.	<ul style="list-style-type: none"> Mitigation activities are identified for all risks.
Governance	Ringa Hora maintains a strong and capable governing council that provides effective leadership, agrees to plan with achievable targets, understands its functions and responsibilities, and has the skills and experience to fulfil its functions.	<ul style="list-style-type: none"> Regular council self-assessment, independent governance assessment in line with the OIC and results actioned. Skills gaps identified and expertise obtained if need be. Council members are current with the vocational education environment, the WDC’s response, and best practice governance. Plans in place that reflect stakeholder needs, with targets being achieved. Council meeting agendas are provided to the TEC.

³ Ringa Hora intends to measure this through a targeted qualitative review with industry peak bodies in the Service sector, to assess our progress to date and how we have delivered against the strategic priorities set out by the reform of vocational education

Organisational structure

Our organisational structure has been deliberately set up to achieve our strategic priorities

Figure four shows our organisational structure as of April 2023. We will have 61 FTE (Full-Time Equivalent) when fully resourced.

Our teams:

- Our **Partnership & Engagement Team** builds strong and trusted relationships across the Service sector with industry, Māori, iwi and hapū, and other priority groups in building the workforce of the future
- Our **Strategy & Advice Team** provides strategic advice to TEC and others on future workforce development needs and how the vocational system can better meet those needs and support a thriving and resilient Service sector
- Our **Qualifications & Quality Assurance Team** leads the quality assurance system and the development of high-quality qualifications and standards. They endorse programmes relevant to the changing needs of our industries and learners

In our work programme, we have highlighted how each team contributes to each activity.

We have recruited some roles specifically to support our strategic priorities

We expect mahi delivered by all roles in our organisational structure to align with our strategic priorities. However, some full-time equivalents (FTEs) have been recruited specifically to support our strategic priorities. These are outlined in table seven below.

Table 7. The number of FTE and roles which contribute directly to our priorities.

Priority	Roles	Dedicated FTE
Giving effect to Te Tiriti o Waitangi & Supporting Māori-Crown relationships.	All Kaimahi play a role in this; however, we have recruited FTE across our organisation to enable this priority specifically <ul style="list-style-type: none"> Senior Leadership - Poumatua Strategy and Advice - Strategic Advisor Māori, Māori Insights Lead Partnerships and Engagement - Māori Transformation Lead, Senior Equity Advisor Qualifications and Quality Assurance - Kāiarahi Māori, Kaitohutohu Mātauranga Māori Advisor 	7 FTE
Contributing to an excellent vocational education system that offers fit-for-purpose programmes, standards, and qualifications.	This priority is primarily enabled by our Qualifications and Quality Assurance team.	21 FTE
Being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa.	This priority is primarily enabled by our Partnerships and Engagement – Industry Engagement team through our Industry Engagement Leads that are distributed across the country and are responsible for gathering regional voices across the industries we represent.	9 FTE
Enabling a vocational education system that is led by industry priorities and insights.	This priority is primarily enabled by our Partnerships and Engagement (Industry Engagement) and Strategy and Advice (Workforce Strategy) teams. Industry advice is gathered from our Industry Engagement Leads and then reflected in the Leadership and Advice outputs developed by our Workforce Strategy team.	16 FTE

Our organisational structure is outlined in the diagram below.

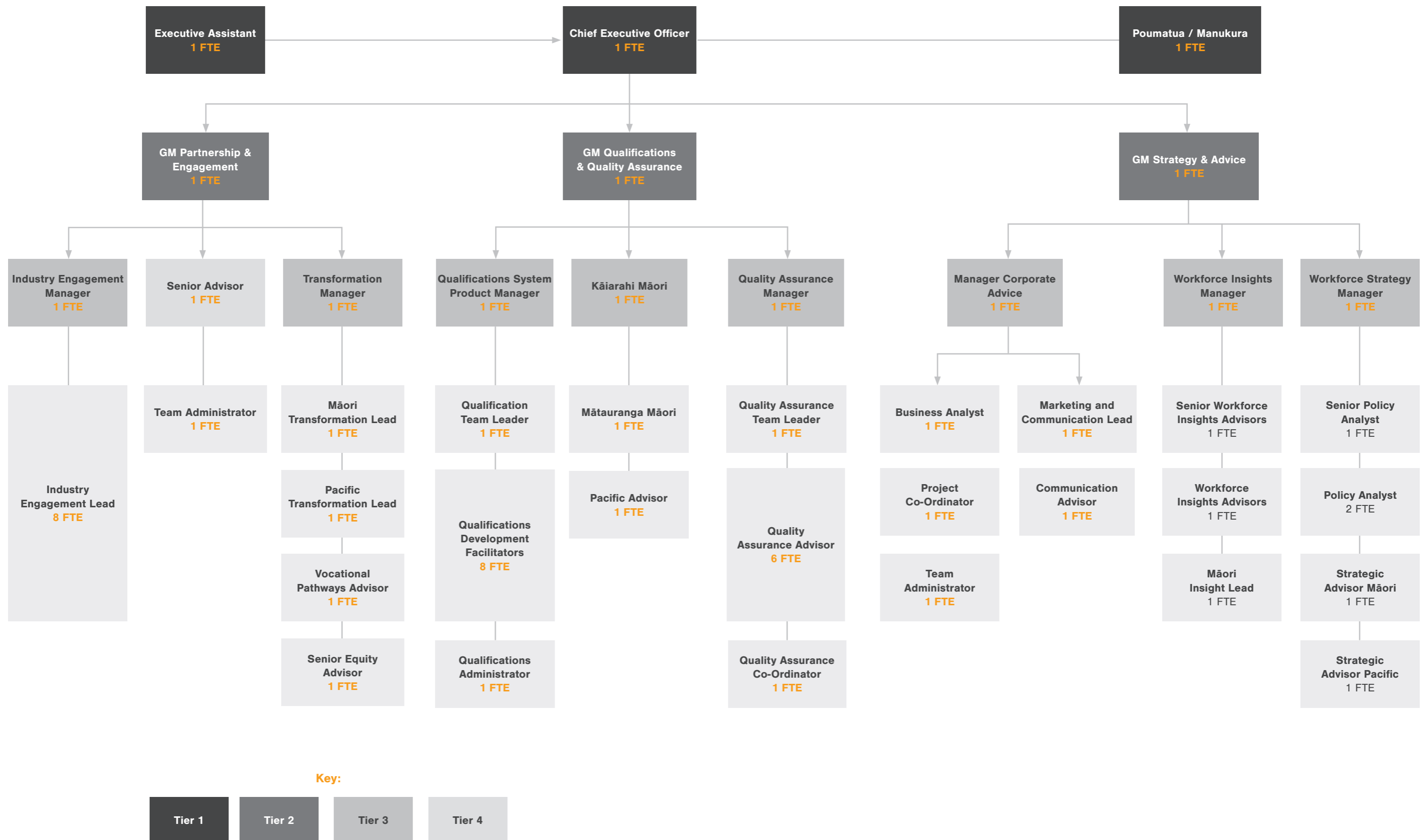


Figure 4. Ringa Hora Organisation Structure

Delivery of Legislative Functions | Te Whakatinanatanga o Ngā Ture

Leadership and engagement

Our Partnership and Engagement team works with industry partners, collaborators, and other interested parties to identify and understand their future workforce development needs. They then work with other parts of Ringa Hora to ensure insights gained from these engagements are integrated into the other functions we deliver; this includes key workforce leadership outputs such as our annual workforce development plan and investment advice.

Our Partnership and Engagement team works with Industry partners, collaborators, and other interested parties to deliver Ringa Hora's functions across three focus areas:

- **Skills leadership:** To understand industry needs and gather insights that can be used to support the workforce pipeline and provide solutions for industry, with a focus on future workforce needs
- **Qualification products and quality assurance:** To feed industry insights into qualifications system product design, maintenance and other qualification product activities; and to ensure training is delivered to industry standards and supported by industry
- **Brokerage and Advisory:** To ensure advice provided to TEC is industry-led and training provision is informed by the needs of industry; and to advocate and broker strategic workforce solutions with industry

When delivering engagement, we recognise the importance of listening, connecting and empowering Industry, Iwi and Māori across the vocational education system. We also partner, where appropriate, with Regional Skills Leadership Groups to gather insights to further strengthen the voice of Industry and enhance our collective ability to influence change.

Our engagement approach involves a variety of methods, including surveys, interviews, webinar drop-in sessions, targeted hui, wānanga, and workshops. We tailor engagement methods to the needs and preferences of industry and interested parties. This flexible approach enables engagement with us to happen in a way that works for them.

Summary of our engagement activities

Our most recent engagements have included running a series of industry hui in the first quarter of 2023. Insights from these hui will inform activities delivered in this operational period.

Our forecast engagements are outlined in the Ringa Hora Partnership and Engagement team's work plan, provided in section four of the appendix. We have also developed a tailored approach to engaging with Māori and Iwi throughout this operational period, this is provided in section five of the appendix.

Our Partnership and Engagement team's work plan includes planned engagements for this operational period; and other activities aimed at strengthening our engagement channels and achieving our strategic priorities. Key activities include:

- **Giving effect to Te Tiriti o Waitangi & Supporting Māori-Crown relationships** – by implementing a Māori and Iwi engagement plan (section five of appendix)
- **Being regionally responsive** – by co-designing a regionally responsive approach with Regional Skills Leadership Groups and Ohu Ahumahi
- **Bringing diverse voices into the work we deliver** – by establishing, hosting or attending Advisory Groups and Forums
- **Lifting the voice of Pacific Peoples** – by strategically prioritising engagements with Pacific businesses and industries
- **Empowering the voice of Tāngata Whaikaha in the Service sector** – by delivering structured engagements with Tāngata Whaikaha and completing an environmental scan for Tāngata Whaikaha across our sector
- **Increasing awareness of the Service sector** – by partnering with organisations to increase the profile of our industries including via the refresh of Tahatū
- **Encouraging and supporting more employers to engage in vocational education and training** – by strengthening our stakeholder mapping and building new connections across Industry
- **Developing formalised partnerships with interested parties** – by developing Memorandums of Collaboration with organisations such as ITENZ and the New Zealand Defence Force, to build a strong foundation for strategic partnerships and achievement of mutual outcomes.

Advice to TEC

We will continue to strengthen our investment advice by using a systematic approach to developing advice, underpinned by an in-depth understanding of the opportunities and challenges faced by the Service sector.

Our Workforce Strategy and Insights teams work together and across Ringa Hora to develop our investment advice.

In our investment advice, we signal priorities to TEC that have been identified using different data sources.

Our advice to TEC has been and will continue to be guided by the following:

- The desire to see transformational change
- The potential to impact immediate or long-standing change
- The degree to which investment is possible and achievable for providers

To develop our investment advice over this operational period, we will continue to:

- Analyse data sources, such as official statistics, research by Ringa Hora and external partners to inform our advice
- Work across our Strategy and Advice and Partnerships and Engagement teams to gather and test advice with Industry, Māori and Iwi and other interested parties, and engage with providers to inform and help support operationalising our advice
- Work across our Strategy Advice team and Qualifications and Quality Assurance teams to develop and validate investment advice based on insights gathered from qualifications and quality assurance activities, such as programme endorsement
- Collaborate across Ohu Ahumahi by jointly developing common themes for advice, sharing our approaches to developing advice, holding joint meetings with Regional Skills Leadership Groups to gather insights, sharing modelling on how we gather quantitative insights to inform future advice, and working together on shared projects such as the 'WDC Future Workforce Research' project and the Shared Data Platform to enhance our advice.

We acknowledge that some groups, such as our Tāngata Whaikaha and smaller industry groupings, have not been as well covered in our advice to date. Over this operating period, we are committed to continuously improving our data and research functions to support future investment advice and workforce development planning to do justice to our broad sector coverage. In addition, we will continue to build strong industry, Iwi, and Hapū relationships to help test and collaborate on these priorities.

We have developed a criteria framework for providing our advice

Our advice to the Tertiary Education Commission (TEC) will be provided in three categories as outlined by TEC: 'Give Effect' (recommending priority action), 'Have Regard' (recommending secondary action/taking note) and 'Not enough information' (signalling a lack of information or data).

This advice will be informed by our criteria framework. Our criteria framework takes an industry-by-industry approach to look at changes, shortages, employment outcomes and the accessibility of training and education in each Service sector industry. The framework was created to guide when Ringa Hora should recommend for TEC to 'Give Effect' or 'Have Regard' to advice, which enables us to prioritise advice and to ensure advice is based on quantitative and qualitative evidence:

- **Change:** evidence of industry growth, workforce pipeline disruption, aging workforce
- **Shortage:** evidence of labour shortage in volume, at specific levels or in specific roles and/or a skills shortage
- **Employment outcome:** evidence of a link between education provision and employment outcome or a skills mismatch in Industry (i.e., the condition is not currently meeting demand)
- **Accessibility:** diversity of the workforce (looking at where there is a high or low representation and/or at specific levels or in specific roles) and/or where there are learning and training needs for the workforce (i.e., mode or delivery requirements).

As part of our advisory role, we can provide recommendations to TEC on schemes, such as the non-domestic learners' exemption scheme for work-based learning. We did not provide formal recommendations on this specific scheme as it is not currently relevant for Ringa Hora due to the absence of any exemptions within our coverage area.

New curricula and quality assurance for industries

Our Qualification System Products team translates the skills gaps and needs of the Service sector into relevant standards, qualifications, and other learning products (including new ones such as micro-credentials). Our Quality Assurance team moderates existing qualifications and standards to ensure consistent industry standards and learning outcomes across all learning modes.

New Curricula (Qualification System Products)

Our Qualifications System Products team works closely with Industry partners, education organisations, and other interested parties to develop and maintain qualifications, standards, and other educational products to meet the skill needs of the Service sector.

The Qualifications System products team has a 2023 work plan (section six of the appendix), which sets out key activities for the 2023 calendar year. The 2024 work plan will be confirmed later in 2023 (represented as “2024 qualifications system products work plan” on our work programme).

How we work with Māori and Iwi to develop specific qualifications and credentials will be informed by our approach to engagement with Māori and Iwi over 2023/24 (outlined in section five of the appendix).

Engagement will always include representation from Industry, Providers, Māori, Pacific Peoples, Tāngata Whaikaha, and learners. This relies on access to learner data via partnering stakeholders.

As of February 2023, Ringa Hora has 113 qualifications and 1,927 unit standards across the Service sector. Figures five and six depict the qualifications and standards for review in 2023 and 2024. Note that some qualifications due for review in 2023 will have been carried over from 2022.

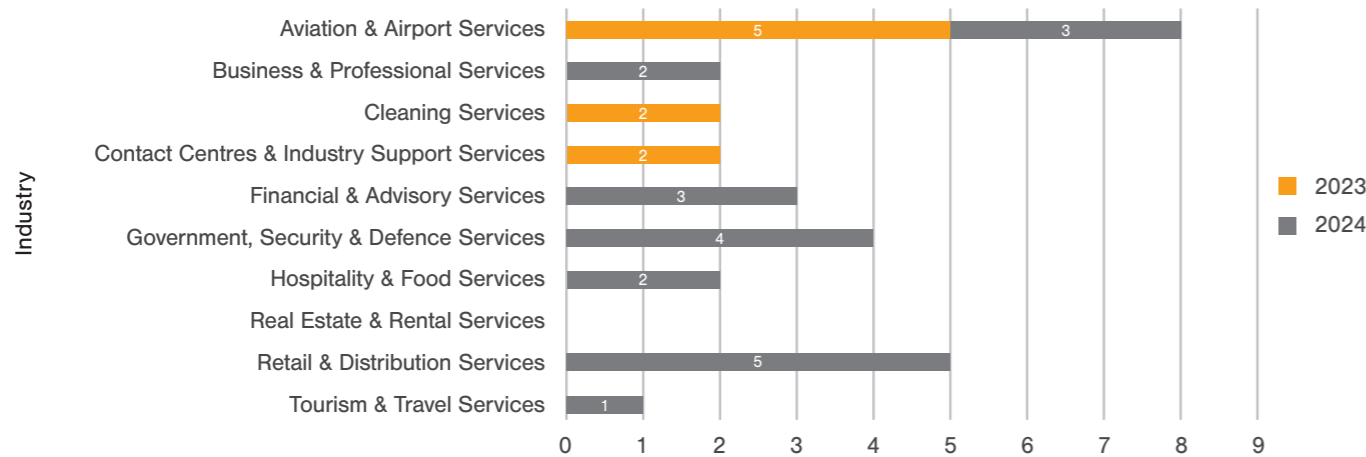


Figure 5. Qualifications to be reviewed per Industry for the 2023 and 2024 years.

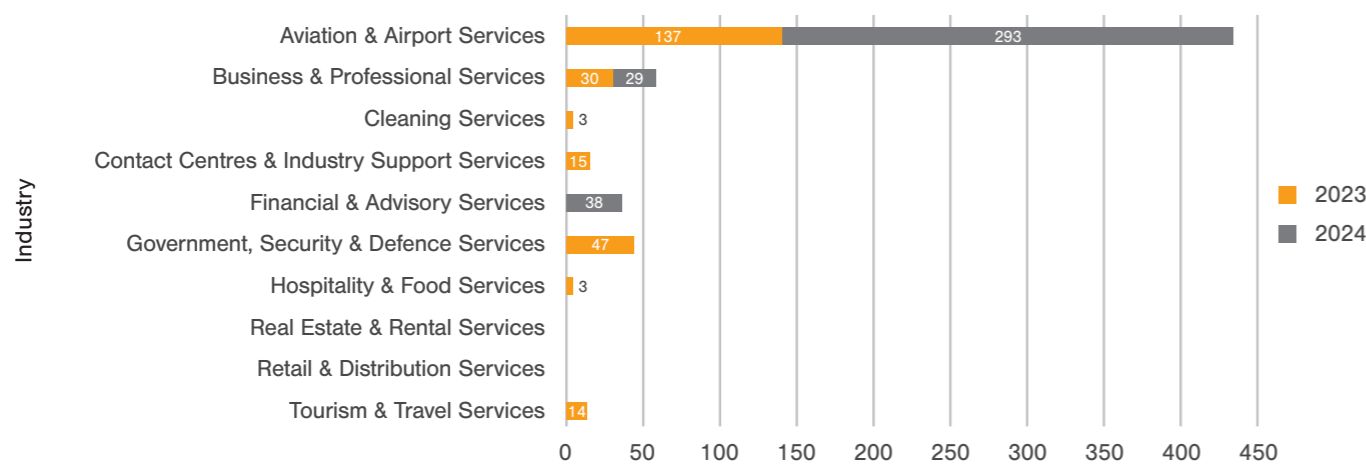


Figure 6. Standards to be reviewed per Industry for the years 2023 and 2024.

Review of qualifications and standards due in this operational period are underway. New products will be created for Contact Centres, Security, and possibly Cleaning over this operational period.

The 2023 work plan includes further refining a new suite of qualifications and skills standards in the culinary space. This project was initiated in 2022 and involved partnering with Te Pūkenga and Industry partners to provide a flexible and up-to-date product for the Hospitality industry. The new products, which will include a new suite of credentials and supporting skill standards, are expected to be registered with NZQA in late 2023.

Currently, the team is exploring the viability of developing a set of short, sharp, and stackable credentials describing common core skills that can be combined with specific technical skills for the entire Service sector the Future of Service Skills project (FoSS). It is expected that the FoSS project will result in the development of skills standards, micro-credentials and possibly new qualification(s) that could replace existing qualifications and allow flexibility for learners to build on and pathway into other roles within the Service sector.

The 2024 work plan will build on outcomes from the FoSS project combined with priority areas, and needs identified by industries. A new approach is being taken to product review and development projects. The new approach will look holistically at suites of qualifications and related existing products rather than when they are due for review. To ensure new products are fit for purpose, extensive engagement with Industry, employers and providers will occur from the outset. This approach will have an impact on some reviews that are due in 2024.

The Qualification System Products team is working closely with our Kāiārahi Māori to meaningfully embed Te Tiriti o Waitangi and Te Ao Māori in all educational products. This work is in development and is represented as “Ohu Ahumahi Mātauranga Māori Principles and Guidelines” on our work programme.

Capstone assessments and New Zealand programmes

Ringa Hora’s approach to capstone assessments and New Zealand programmes in the coming year is dynamic and industry led. As qualification reviews take place, Ringa Hora will collaborate with key stakeholders to assess the appropriateness and demand for such programmes, rather than pre-determining what industry wants. This approach will be integrated into the process for qualification reviews, and decisions regarding the development of capstone assessments or New Zealand programmes will be made based on the needs and preferences of industry at the time of review. This ensures that Ringa Hora remains responsive to the evolving requirements of industry and aligns its product development accordingly.

Quality Assurance

The Quality Assurance team plays a crucial role in ensuring that educational products are fit for purpose and meet the needs of Industry and learners. In line with this, the team is responsible for reviewing educational products, prioritising unit standards and qualifications for review, conducting moderation activities to confirm that assessment materials developed by providers are fair, valid, and consistent with national standards, and endorsing programmes developed by providers.

Pre and post moderation

Ringa Hora published its [2023 National External Moderation \(NEM\) Plan](#)⁴ at the end of 2022. We sent this plan to all providers with consent to assess Ringa Hora unit standards. This plan aims to give providers information and relevant details about Ringa Hora’s planned moderation activities, including pre-assessment and post-assessment moderation. The NEM Plan for 2024 will be developed in late 2023, as outlined in our work programme.

Ringa Hora’s approach to moderation involves engaging and building relationships with providers, which we believe leads to better outcomes for ākonga over time. Quality Assurance and moderation is a shared responsibility between the provider, Ringa Hora and NZQA. Ringa Hora will engage with providers during 2023 to review national external quality assurance and moderation activities via on-site visits and webinars to support continuous improvement. The webinars will focus on topics requested or identified as areas for development. This shift in focus is a move away from the traditional paper-based post-moderation approach, which Ringa Hora carried out in 2022 and will be piloted with several providers.

The Quality Assurance team is also working closely with our Kāiārahi Māori to give effect to Te Tiriti o Waitangi within our quality assurance delivery.

Our pre-assessment moderation workload is generally provider-driven, so we have little control or visibility of the volume of moderation that providers will request. We anticipate a higher workload from July – September 2023, when providers have generally completed significant amounts of assessment.

⁴ <https://www.ringahora.nz/assets/Uploads/Ringa-Hora-Forms/Publications/2023-External-Moderation-plan.pdf>

Programme endorsement

Programme endorsement serves as a critical tool for Industry to ensure qualifications and standards are delivered effectively and to a high standard. Industry's involvement in the endorsement process ensures that programmes align with current industry needs and demands. More information on Ringa Hora's programme endorsement approach is available on the [Ringa Hora Website](https://www.ringahora.nz/for-providers-including-schools/programme-endorsement/)⁵.

Ringa Hora employs a collaborative approach to programme endorsement, drawing on collective industry knowledge, assessment best practices, Te Tiriti o Waitangi considerations and NZQA requirements. This brings together our Quality Assurance, Qualifications System Products, and Industry Engagement teams to support delivering high-quality programmes for Industry.

In 2022, Ohu Ahumahi collaborated to develop a model and associated processes for endorsing programmes before NZQA approval. For programme approval to be more reflective of industry needs, we intend to move away from strict compliance. To ensure successful outcomes, we will work with providers at the beginning of their programme development process to ensure they have the support they need. Ringa Hora is working closely with the Te Pūkenga unified programme project, so there is some visibility into the expected workflow or programmes for endorsement. Understanding workflow is important as the bulk of the programme approval process is provider-driven, so there can be a wide range of demands for endorsement. Ringa Hora will reflect on and, if required, review the programme endorsement function and processes over 2023 as part of our continuous improvement approach to delivery.

Financial Management and Risk | Mahere Ahumoni

Changes to the finance function

Ringa Hora's financial function, delivered by Hāpaitia, will operate largely the same in this operating period as in the last operating period, with some enhancements.

Delivery of the Finance Function

Ringa Hora's financial function continues to be delivered by Hāpaitia, working with Ringa Hora's Corporate Advice team. The range of financial services provided by the Hāpaitia Finance team, as detailed in the Hāpaitia Service Level agreement, did not change throughout the last operating period, and no changes are anticipated for this operating period.

Over the last operating period, the Hāpaitia finance function expanded its team to assist in providing financial services across Ohu Ahumahi, including Ringa Hora. This included creating an internal audit function.

The eight roles in the Hāpaitia Finance team cover the following broad responsibilities:

- **Chief Financial Officer** – strategic financial policy and advice and oversight of the finance function (formerly Financial Controller)
- **Management Accountants (2)** – budgeting, forecasting, financial modelling, project reporting, external reporting (increased by one FTE over the last operating period)
- **Financial Accountants (2)** – monthly financial reporting, Treasury, procurement, annual reporting, and external audit. (increased by one FTE over the last operating period)
- **Assistant Accountant** – financial accounting services, payroll, expense and credit card management, procurement. (no change)
- **Accounts Officer** – Accounts payable, Accounts receivable, Bank reconciliations (new role added over the last operating period)
- **Internal Auditor** – conduct internal audits following a risk-based triennial audit plan. (appointed in October 2022)

Financial Policies and Procedures

Financial policies remain in place and fit for purpose. Hāpaitia Limited has developed a comprehensive set of Finance and Assurance policies currently subject to an annual review process. A comprehensive financial procedures manual is also being developed, due to be completed in late 2023.

Key Financial Controls and Systems

Financial controls and systems remain in place but will be reviewed over this operating period to address recommendations from the External and Internal Audits carried out in the last operating period.

Hāpaitia Finance implemented Workday Adaptive "Rangatahua" in 2022 to manage financial reporting, budgeting, and forecasting for all Ohu Ahumahi. This will continue to be used, with Ringa Hora management revising forecasts monthly and providing reports as part of regular reporting to the Ringa Hora Council.

As part of a continuous improvement programme for the finance function, an Internal Audit function has been established, with a schedule of Internal Audits to be completed throughout 2023.

Hāpaitia Finance is currently building a business case for a new Financial Management Information System, as several shortcomings regarding internal controls and user experience were identified during the 2023 external audit. This business case will be presented to the Hāpaitia Board in June 2023. If approved, this will be implemented in October 2023.

⁵ <https://www.ringahora.nz/for-providers-including-schools/programme-endorsement/>

Details of any re-forecasting

As of 30 March 2023, Ringa Hora is forecasting a \$1,758,000 surplus for the last operating period (2022/23)

As of 30 March 2023, Ringa Hora is forecasting a \$1,758,000 surplus for the last operating period (2022/23), compared to the \$14,096 net surplus projected when the operating budget for the period was set.

The primary driver for this variance is lower than anticipated personnel costs. Lower than anticipated personnel costs are due to delays in recruitment, as opposed to fundamental changes to our organisational structure or employment packages. Recruitment delays were driven by a desire to ensure the right people and the right cultural capabilities were recruited into roles and to consider the long-term cost implications of recruitment.

Lower personnel costs were offset by additional contracting engagement, to ensure key functions could be delivered; and higher than anticipated engagement costs, driven by higher-than-expected costs for flights and accommodation.

No re-forecasting or fundamental changes to core assumptions have been made throughout the last operating period, and similar core assumptions underpin Ringa Hora’s budget for this operating period.

Operating budget for this operating period

The total deficit projected for the year ending 30 June 2024 is \$972,431. This is made up of the operating surplus of \$166,180 less the Shared Services – Asset Lease of \$138,611 and net distributions from the Ringa Awhi Reserve of 1,000,000.

Table eight sets out our proposed budget for this operating period and the forecast for the last operating period for comparison.

Table 8. Ringa Hora Budget summary for this operating period (2023/24)

	2022/23 Forecast \$000s	2023/24 Budget \$000s
TEC Funding	11,293	11,294
Other Income	22	176
Total Income	11,315	11,470
People Costs	6,553	8,008
Engagement, Meetings and Events	702	826
Qualifications and Assurance	53	45
Governance	345	368
Consultancy	205	212
Other Expenses	107	284
Operating Costs	7,965	9,743
Hāpaitia Costs	1,592	1,561
Total Expenditure	9,557	11,304
Operating Surplus/ (Deficit) (ex Projects)	1,758	166

The budgeted net surplus projected for the year ending 30 June 2024 is \$27,569. This comprises an operating surplus of \$166,180, Net funded projects of \$0 and Reserve Funded projects deficit of \$1,000,000 (Ringa Awhi Reserve) and the Shared Services – Asset Lease cost \$138,611 (which is allocated to the Capital Reserve).

Total operating income for the year ended 30 June 2024 is expected to be \$11,470,000. This comprises TEC Operational funding (\$11,294,000) and anticipated interest income on investments (\$176,000).

Total operating expenditure is anticipated to be \$11,304,000.

Reserves

Following the prudent reserves policy, Ringa Hora has set aside annual surpluses. This ensures that Ringa Hora can continue to provide essential services if expenses or revenue suddenly increase or decrease. Ringa Hora can also fund strategic initiatives that span one or multiple financial years. At financial year-end, the Ringa Hora Council will review available accumulated surpluses and determine whether allocations to or between reserves are necessary. Estimated reserves are provided in table 9.

RESERVES	Forecast FY 22/23 \$000s	Budget 23/24 FY 23/24 \$000s
Accumulated Surplus	1,946	2,112
Operating Reserve	1,884	1,884
Capital Reserve	1,096	957
Special Initiatives Reserve	1,000	1,000
Te Kahui Ahumahi Reserve	70	70
Service IQ (Ringa Awhi) Reserve	2,853	1,853
Total Reserves	8,849	7,876

Notes on Reserves:

- The operating surplus is attributed to the Accumulated Surplus reserve balance
- The capital reserve balance reduces each year by the amount of the shared service asset lease
- The Service IQ (Ringa Awhi) reserve originated from a transfer of funds from Service IQ to Ringa Hora during the establishment of Workforce Development Councils. The fund aims to facilitate collaborative workforce development projects within the Service sector by Ringa Hora. In 2023 the fund will be used to give effect to high priority actions based on insights from industry, aligning with the 2023 Workforce Development Plan; with a particular focus on hospitality, retail, tourism, travel, aviation.

Financial risks

In addition to the financial risks identified in the Ringa Hora operational risk register, there are several financial risks identified by the Hāpaitia Financial Controller:

- Operational Risk – the risk that financial loss could occur through mismanagement, error, fraud, or unauthorised use of Council funds. This will be mitigated through applying our delegation’s policy, segregation of duties, reconciliations, and reviews of working paper documentation, sound reporting systems, procedural documentation and review

of compliance and implementation and review of Treasury Policy and compliance. Our internal control systems and processes should effectively reduce this risk to the too-low likelihood of occurrence.

- Liquidity Risk – the risk that due to unforeseen events or circumstances, the Council will not be able to meet its day-to-day financial commitments. The Financial Controller at Hāpaitia is responsible for day-to-day cash and working capital management. Executive Leadership and Governance leaders are provided with cash flow reports and forecasts to oversee this function. The Treasury Policy specifically provides for regular Treasury Reporting and appropriate investment of surplus funds to ensure effective mitigation of liquidity risk.
- Funding Risk – the risk that arises from insufficient funding to support desired activity and outcome outputs. There is concern that the projected states underlying the establishment budgets and year one operating budgets are flawed and may adversely impact the ability to deliver given budget constraints. Continued review and modelling of future funding needs and communication of this through TEC Relationship Managers to our funding agency TEC will assist in mitigating this risk.
- Interest Rate Risk – the risk that changes in interest rates will lead to an unforeseen loss for the Council. As the Council is not a borrower, this risk is low; however, the Treasury Policy does guide the effective arrangement of investments to mitigate any risk.
- Credit Risk – the risk that the credit rating of the entity with which the Council places its investments deteriorates and that there is a potential counterparty default in repayment of invested funds. The draft Treasury Policy provides clear guidelines for the rating requirements of counterparties, which must be A or above for investments greater than 12 months and A-1 or above for short-term investments. Effective implementation of the Treasury policy will mitigate this risk.
- Foreign Exchange Risk – this risk arises from changes in foreign exchange rates, creating a loss for the Council. As the Council has very little interaction with other currencies, this risk is minimal, and core guidance to mitigate any risk is provided in the Treasury Policy. The above risks are reviewed annually with a report made to the Finance, Audit and Risk (FAR) Committee as part of our Treasury reporting policy. Any identified risks are also reported and form part of our risk management reviews. As a result of the policies, controls, systems, and reviews that have been established, the above risks are effectively managed, and there is a low likelihood of these occurring.

Appendices | Āpiti hanga

Section One – Ringa Hora Work Programme

Table 10. The key for activity type.





























Symbol	Type of activity
	Priority TRANSFORMATIONAL projects (Must do)
	CONTRIBUTORY projects (Should do)
	FUNCTIONAL projects (Need to do)

Table 11. Ringa Hora Work Programme (ordered by start date and then by estimated completion date)

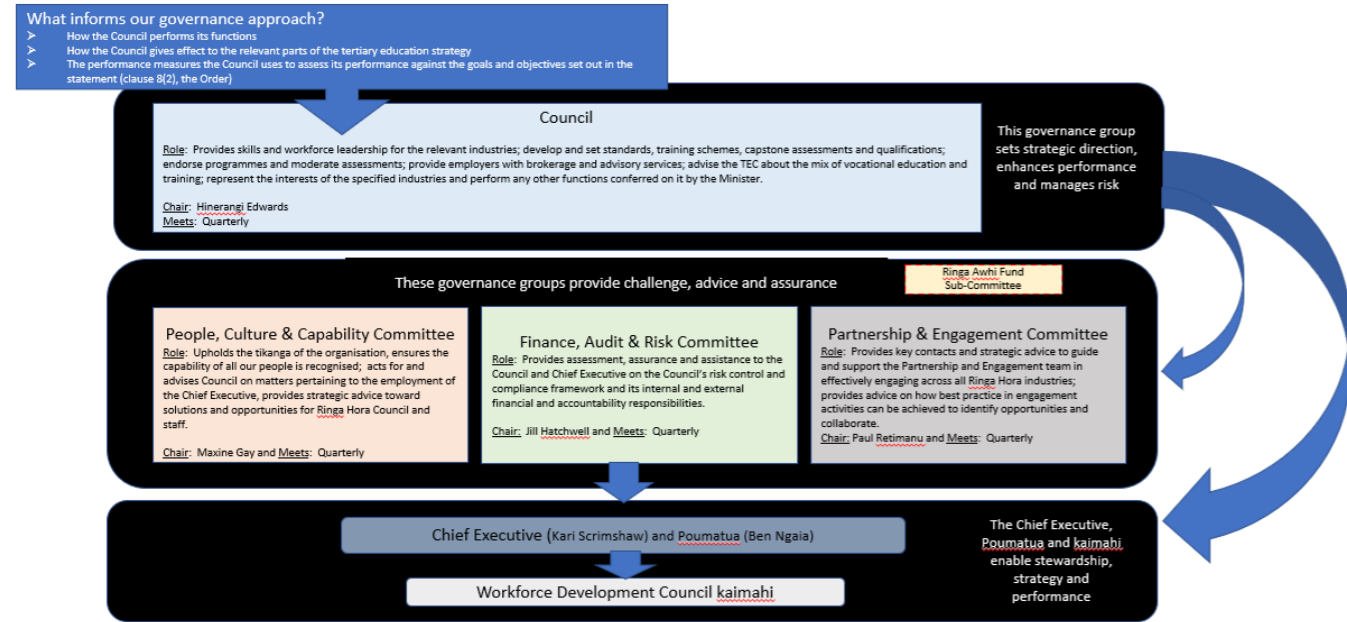
Activity	Description	Start date	Estimated completion date	Organisational lead	Teams involved based on organisational chart	Alignment to Strategic Priorities	Alignment to Internal priorities	Alignment to functions (TEC description)	Alignment to functions (per legislation)	Connection to activities identified in 2022/23	Type of activity
Complete the "Shaping the Future of Service Skills" Project (Waihangatia te Āmua Ao) project	Developing a new induction qualification pathway across the Service sector. Developed in conjunction with Industry.	3/07/2023	29/09/2023	Qualifications & Quality Assurance	Qualification System Products	Learner Excellence		New Curricular and Quality Assurance	Developing and setting standards, capstone assessments, and qualifications	Builds on "Work with Industry to define Qualification and Skill Standard priorities" from the 2022/23 operational plan	
Service 100 Project	Profiling a group of businesses/ organisations/people working in the service industries to show case their journey in the Services sector. This will be used for communications, marketing, and to create user journey maps to inform the direction of policy.	3/07/2023	29/09/2023	Strategy & Advice	<ul style="list-style-type: none"> Corporate Advice Industry Engagement Workforce Transformation 	All		N/A operational	N/A operational		
Statement of Strategic Direction 5-year planning horizon	Developing a 5-year planning horizon for Ringa Hora from Statement of Strategic Direction.	3/07/2023	29/09/2023	Strategy & Advice	All	All		N/A operational	N/A operational		
2023 Annual Report	Operating requirement	3/07/2023	31/10/2023	Strategy & Advice	Corporate Advice	Operating effectively - links to all		N/A operational	N/A operational	Annual activity	
TEC Investment Advice 2025	A key deliverable for Ringa Hora is to advise TEC on Industry needs for provision and support across the motu. Includes both forms of 'Advice to TEC.'	3/07/2023	30/11/2023	Strategy & Advice	Workforce Strategy	All		Advice to TEC	Advisory and representative role	Annual activity	
Ohu Ahumahi Mātauranga Māori Principles and Guidelines	Designing and implementing Mātauranga Māori into our qualification design	3/07/2023	22/12/2023	Poumatua	Kāiarahi Māori	Give effect to Te Tiriti o Waitangi		New Curricular and Quality Assurance	Developing and setting standards, capstone assessments, and qualifications Endorsing programmes and moderating assessments		

Activity	Description	Start date	Estimated completion date	Organisational lead	Teams involved based on organisational chart	Alignment to Strategic Priorities	Alignment to Internal priorities	Alignment to functions (TEC description)	Alignment to functions (per legislation)	Connection to activities identified in 2022/23	Type of activity
Ringa Hora Impact Measure Framework - (He Ara Waioira in action)	Developing and implementing a total impact reporting tool capturing the fiscal, economic and well-being outcomes of investments in and by Ringa Hora. This will be consistent with the Treasury's well-being approach, including the He Ara Waioira, and the Living Standard Framework	3/07/2023	22/12/2023	Strategy & Advice	<ul style="list-style-type: none"> Workforce Insights Workforce Strategy 	All		N/A operational	N/A operational	Continuation of the developed 'Impact reporting tool' activity - not completed in the 2022/2023 operational period due to changes in scope	
WDC Future Workforce Research	Developing a view of the Service Sector workforce in the future. This will focus on known future trends and potential future scenarios for the NZ workforce as a whole, describing how these futures could play out in the Service sector and grounding this in aspirations for the future from people across the sector. This is a cross-Ohu Ahumahi project led by Ringa Hora	3/07/2023	22/12/2023	Strategy & Advice	<ul style="list-style-type: none"> Workforce Insights Workforce Strategy 	Industry Led		Leadership and engagement	Leadership		
Quality Assurance webinar series	Delivering webinars aimed at growing best practices and developing relationships with moderators	3/07/2023	22/12/2023	Qualifications & Quality Assurance	Quality Assurance	Learner Excellence		New Curricular and Quality Assurance	Endorsing programmes and moderating assessments		
Career Pathway framework	Understanding qualification skills mapping and entries into vocational pathways from entry through to progression through careers.	3/07/2023	22/12/2023	Partnerships & Engagement	Workforce Transformation	Learner Excellence		Leadership and engagement	Leadership		
Culture Amp roll-out	Working with Hāpaitia on the implementation of online performance management and kaimahi engagement software	3/07/2023	22/12/2023	Strategy & Advice	Corporate Advice	All	Build a diverse, high-performing team Nurture a collaborative culture in line with our values	N/A operational	N/A operational	Continuation of the "Launch performance management approach" activity 2022/23. An interim approach was implemented in 2022/23; in 2023/24, the long-term approach will be implemented	
Recruitment and retention plan	Developing a recruitment and retention plan to align with our internal priority to "Build a diverse, high-performing team."	3/07/2023	22/12/2023	Strategy & Advice	Corporate Advice	Operating effectively - links to all	Build a diverse, high-performing team Uplift our Te Tiriti o Waitangi capability	N/A operational	N/A operational		
2024 Qualifications System Products work plan	Setting the qualifications system products work plan for 2024	3/07/2023	22/12/2023	Qualifications & Quality Assurance	Qualification System Products	Learner Excellence		New Curricular and Quality Assurance	Developing and setting standards, capstone assessments, and qualifications	Annual activity	
Culinary koha project	Refining a new suite of culinary qualifications and skills standards	3/07/2023	22/12/2023	Qualifications & Quality Assurance	Qualification System Products	Learner Excellence		New Curricular and Quality Assurance	Developing and setting standards, capstone assessments, and qualifications		

Activity	Description	Start date	Estimated completion date	Organisational lead	Teams involved based on organisational chart	Alignment to Strategic Priorities	Alignment to Internal priorities	Alignment to functions (TEC description)	Alignment to functions (per legislation)	Connection to activities identified in 2022/23	Type of activity
2023 National External Moderation System Report (NZQA)	Annual report for NZQA on the NEM system for 2023.	3/07/2023	22/06/2024	Qualifications & Quality Assurance	Quality Assurance	Learner Excellence		New Curricular and Quality Assurance	Endorsing programmes and moderating assessments	Annual activity	
Embed the Ohu Ahumahi Te Tiriti o Waitangi kaupapa	Playing a leading part in crafting the Te Tiriti o Waitangi capability kaupapa for all kaimahi across WDCs.	3/07/2023	28/06/2024	Poumatua	Poumatua	Give effect to Te Tiriti o Waitangi Operating effectively - links to all	Uplift our Te Tiriti o Waitangi capability	All	All	Follow on project in 2023/2024: Embedding Ohu Ahumahi Te Tiriti o Waitangi Framework	
Deliver actions outlined in Ringa Hora 2023 Workforce Development Plan.	Delivering actions outlined in Ringa Hora 2023 Workforce Development Plan.	3/07/2023	28/06/2024	Strategy & Advice	All	All		Leadership and engagement	Leadership	Builds on Partner with Industry on our Workforce Development Plan and Gather intelligence for Workforce Development Plan and advice for TEC + Test assumptions, findings activities from the 2022/23 operational plan	
Deliver actions resulting from the Māori Service Sector Network Forum	Delivering actions relating to the Māori Service Sector Network Forum. The Māori Service Sector Forum is a forum created by Māori for Māori and supported by Ringa Hora. The purpose of it is to amplify the voice of Māori within the Service sector by providing opportunities for Māori businesses to connect, partner and flourish while providing a pipeline of resources and insights to Ringa Hora.	3/07/2023	28/06/2024	Partnerships & Engagement	<ul style="list-style-type: none"> Industry Engagement Workforce Transformation 	Give effect to Te Tiriti o Waitangi Industry Led		Leadership and engagement	Leadership	Builds on continuing to establish and maintain relationships with Industry, partners, collaborators and interested parties' activity from the 2022/23 operational plan	
Continue to manage the Ringa Awhi Fund (formerly SIQ fund)	Continuing to manage the \$5.4 million of funding provided by ServiceIQ to fund the development of Service sector-specific skills leadership and brokerage projects in partnership with the Retail, Hospitality, Tourism, Travel and Aviation Industries.	3/07/2023	28/06/2024	Partnerships & Engagement Strategy & Advice	<ul style="list-style-type: none"> Corporate Advice Industry Engagement Workforce Transformation 	Industry Led		N/A operational	N/A operational	Multi-year activity	
2024 National External Moderation Plan	Developing the 2024 National External Moderation Plan	1/10/2023	1/01/2024	Qualifications & Quality Assurance	<ul style="list-style-type: none"> Quality Assurance 	Learner Excellence		New Curricular and Quality Assurance	Endorsing programmes and moderating assessments	Annual activity	
Industry Engagement Hui 2024	Delivering targeted large-scale industry engagement across the service sector	8/01/2024	29/03/2024	Partnerships & Engagement	<ul style="list-style-type: none"> Industry Engagement Workforce Transformation 	Industry Led		Leadership and engagement	Leadership	Annual activity	
Ringa Hora Operational Plan 2024/2025	Reporting requirement for TEC	8/01/2024	28/06/2024	Strategy & Advice	All	Operating effectively - links to all		N/A operational	N/A operational	Annual activity	
2024 Workforce Development plan	Developing our annual Workforce Development Plan	8/01/2024	28/06/2024	Strategy & Advice	All	Industry Led		Leadership and engagement	Leadership	Annual activity	
TEC progress report 1	Reporting requirement for TEC	TBC	TBC	Strategy & Advice	Corporate Advice	Operating effectively - links to all		N/A operational	N/A operational		
TEC progress report 2	Reporting requirement for TEC	TBC	TBC	Strategy & Advice	Corporate Advice	Operating effectively - links to all		N/A operational	N/A operational		

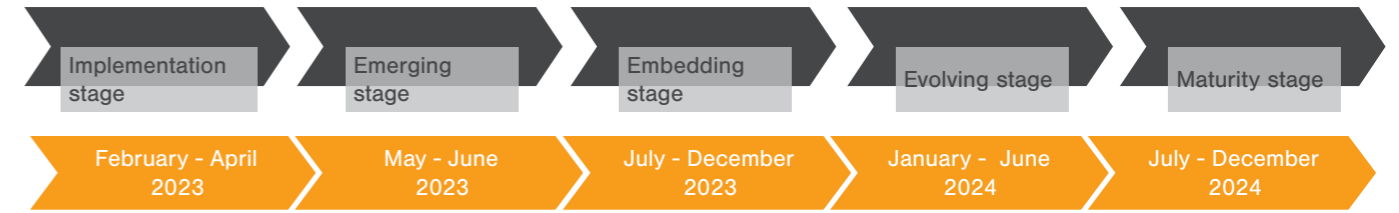
Section Three – Governance Work Plan

Governance at Ringa Hora



Ringa Hora Workforce Development Council: governing our strategy.

Vision TO Behaviours TO Leadership of organisation TO Process/Skills/Knowledge to make it happen.



What are we here for?	Skills for life, wherever it takes you			
What do we want to achieve?	We serve Aotearoa by responding to the current and future workforce needs of the Service sector.			
What is the difference we want to make?	To channel and amplify the voice of the Service sector within the vocational education system by undertaking our statutory functions and to give industries greater leadership and influence across the vocational education sector.			
How will we do it?	<p>Through demonstrating our values:</p> <p>Tika – we are honest and open Pono – we are genuine and sincere Aroha – we are compassionate and caring Mārama – we seek clarity, understanding and wisdom</p> <p>By giving effect to our statutory obligations:</p> <p>Skills Leadership - we lead and coordinate industry efforts to identify workforce needs and support the vocational education system and employers to meet those needs. Qualification System Products – we develop and maintain industry qualifications, training schemes, training packages, capstone assessments and skill standards that meet the needs of the Service sector. Moderation – we ensure learners have met a required standard when they are awarded a qualification by confirming that assessment materials are fit-for-purpose and that assessment decisions are fair, valid, and consistent with the national standard. Programme endorsement – we provide Industry with assurance that their needs will be met by programmes, and learners and employers with confidence that there is consistent and coherent programme delivery in the system. Advice to TEC – we guide and influence TEC’s investment decisions in vocational education and ensure that they meet the needs of the Service industries. Brokerage and advisory services – we help employers and industries meet their skill needs, and guide employers and industries on the importance of vocational education and training and improve learner worker experiences in the Service industries.</p> <p>By focusing our efforts in line with our strategic role and priorities:</p> <p>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</p>			
The inputs supporting our strategic role and priorities	<ul style="list-style-type: none"> Statement of Strategic Direction 2023/2024 budget and 5-year forecast 2023 Investment plan Council recruitment plan 2023/2024 Operational plan 	<ul style="list-style-type: none"> Remuneration and performance approach Final operational policies 2023 Shaping the Future of Service Skills Project update Māori service sector forum update 	<ul style="list-style-type: none"> Te Tiriti o Waitangi framework 2023 Workforce Development Plan Ringa Hora Impact Measure Framework Induction for new Council members 2023 Annual report 2025 Investment plan WDC Future Workforce Research update Recruitment and retention plan Environmental Sustainability and Adaptiveness Plan Statement of Strategic Direction 5-year planning horizon 	<ul style="list-style-type: none"> 2024/2025 budget and 5-year forecast 2023/2024 Operational plan 2024 Workforce Development Plan

Note: items are subject to change as the work programme evolves

Section Four – Partnership & Engagement Team Work Plan

Table 13. Partnership & Engagement team 2023/24 operations plan

Activities	Indicative timeframes	Outcomes	Impact	Activities it contributes to	Engagement, encouraging participation, other activity
Establish Industry Advisory Groups and/or Forums for the Service sector.	July 2023 – June 2024	Planned national industry forums established to ensure diverse industry voice is reflected in qualifications and skills for the future.	Collective voice across Service industries encourages transformation and new ways of working to address workforce challenges and provide solutions.	TEC Investment Advice 2025	Engagement
Hold Wānanga in regions in collaboration with RSLGs, Providers, agencies and hapū, Iwi, pakihi Māori, where our Service sector is a priority.	July 2023 – March 2024	Industry, Pacific Peoples, Hapū, Iwi and pakihi Māori within the Service sector are engaged in kano ki te kano to understand their needs and co-design solutions together.	Industry has confidence that the vocational education and training system will give them access to a skilled and work-ready workforce. Building a skilled, thriving workforce that enables career pathways, lifelong learning, and prosperity.	Deliver actions outlined in Ringa Hora 2023 Workforce Development Plan.	Engagement
Partnership with Pacific Business Trust as the Pacific Economic Development Agency to support the achievement of Pacific aspirations in business.	July 2023 – March 2024	Strategically prioritise Pacific business and industry engagements with fit-for-purpose outcomes based on the current and future workforce needs, qualifications and co-designed collective approaches that are simple and easy.	Pacific businesses/ employers achieve their aspirations through effective partnerships with vocational education partners. Investment in qualifications and skills enables the sustainability of businesses through the attraction and retention of staff. Nurturing the Vā by addressing the systemic barriers to participation and understanding the needs of Pacific learners/ employees to achieve equitable outcomes.	Deliver actions outlined in Ringa Hora 2023 Workforce Development Plan.	Engagement
Tourism Industry Transformation Plan implementation of skills, qualifications, and training as part of the fit-for-purpose vocational education and training Tirohanga Hou.	July 2023 – June 2024	Tirohanga Hou fit for purpose training in the tourism sector enables a comprehensive vocational education pathway producing a productive, skilled workforce for the future	These changes will help equip the tourism workforce to meet the demands of a rapidly evolving industry and help deliver a regenerative tourism system.	Deliver actions outlined in Ringa Hora 2023 Workforce Development Plan.	Engagement

Activities	Indicative timeframes	Outcomes	Impact	Activities it contributes to	Engagement, encouraging participation, other activity
Environmental scan for Tāngata Whaikaha and other equity priority groups of focus.	July 2023	Partnering with Tāngata Whaikaha, Pacific, Māori, and other priority groups, including the formation of partnerships with appropriate agencies and Industry	The voice of diverse groups is recognised and contributes to the voice of Industry to enable transformation	Deliver actions outlined in Ringa Hora 2023 Workforce Development Plan.	Engagement
New Zealand Defence Force, Memorandum of Collaboration agreement is implemented across Ohu Ahumahi to support Industry and learners through skills, qualifications, innovation, and a new way of working.	July 2023 – June 2024	NZDF partnership implementation across Ohu Ahumahi encourages collaboration and prevents fatigue with key collaborators	A responsive, agile vocational education system that reflects industry voice and needs as a collective Ohu Ahumahi	Deliver actions outlined in Ringa Hora 2023 Workforce Development Plan.	Engagement
Working alongside Māori and financial banking networks to encourage career-enhancing opportunities in the financial sector.	July 2023 – March 2024	Partnership with Māori businesses/ employers and networks to encourage pathways in the Financial Service sector	Career pathways in the financial sector for Māori and other priority groups are encouraged as a sustainable, viable option. Transferable skills back to whānau, hapū, Iwi.	Career pathway framework	Engagement and Encouraging Participation

Section Five – Ringa Hora’s approach to engagement with Māori and Iwi over 2023/2024

Ringa Hora recognises the need for a formalised engagement plan with Māori and Iwi business leaders, and we are actively working towards implementing one. Our commitment to engaging with Māori and Iwi is demonstrated through ongoing efforts to foster meaningful, authentic, and inclusive interactions. This involves collaborative work among teams within Ringa Hora and across Ohu Ahumahi and external agencies. We are actively developing a comprehensive plan that reflects our dedication to establishing effective and culturally appropriate engagement mechanisms with Māori and Iwi stakeholders.

This plan will inform how we work with Māori and Iwi business leaders to deliver our core functions including Advice to TEC, Qualification development and our Workforce Development Plans.

As part of our commitment to developing an inclusive and meaningful engagement plan with Māori stakeholders, we are actively involved in several key activities:

1. Representing Ringa Hora within **Te Rōpū Kaitakawaenga**, a Māori advisory and engagement group across Ohu Ahumahi. This group provides expertise, guidance and a collective engagement approach.
2. Conducting **Māori stakeholder identification and mapping** to ensure that we have a comprehensive understanding of the diverse range of Māori stakeholders and their needs across the Service sector.
3. Establishing a **Māori Service Sector Forum**, which will serve as a dedicated platform for ongoing dialogue and collaboration with Māori communities within the Service sector.

These activities are critical steps towards developing a robust engagement plan that is culturally appropriate, inclusive, gives effect to Te Tiriti o Waitangi and supports Māori Crown relationships.

Te Rōpū Kaitakawaenga (Ohu Ahumahi Collective Māori Engagement)

Te Rōpū Kaitakawaenga is a collective Māori engagement group. Members of the rōpū are representatives from all Ohu Ahumahi that will be contributing to the development of an Ohu Ahumahi Iwi Engagement Plan and leading collective engagements to amplify Iwi and Māori voices.

The kaupapa of the group is to implement and influence strategies through:

- Advocating for collaboration across Ohu Ahumahi and all business functions, recognising that collective effort and shared expertise are key to achieving our goals
- Proactively coordinating and facilitating regional engagement events to foster meaningful relationships and interactions with Māori communities
- Identifying future projects
- Liaising closely with Te Herenga Kura
- Reducing consultation fatigue for Māori through leveraging collective engagement
- Sharing resources and networks as appropriate

Te Rōpū Kaitakawaenga will focus on engagement with Iwi, Hapū, Trusts, Māori Industry Networks, Pakihi Māori and Māori Providers.

Māori stakeholder identification and mapping

Ringa Hora is undertaking an extensive programme of work to identify and map Māori stakeholders. This mahi will include those stakeholders we have existing relationships with and those we know by name but do not have relationships with yet. All Industry engagement leads are focused on this mahi and contributing to the mapping from within their industries.

This map will support the Māori Service Sector Forum, described below.

Māori Service Sector Forum

A significant undertaking in this operational period will be establishing the Māori Service Sector Forum, created for Māori businesses within the Service Sector. This is referred to in the work plan under the activity “Deliver actions resulting from the Māori Service Sector Network Forum.”

This forum will amplify the voice of Māori service sector businesses and demonstrate the commitment of Ringa Hora to be Industry led and to place Te Tiriti o Waitangi at its centre. It is envisaged that the group will provide free membership and incorporate small, medium, and large business operators of the Services industries.

The composition of the membership will reflect our strategic priority of being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa. The Māori Service Sector Forum will also demonstrate a model for co-design and collaboration. Once established, this network forum will sit outside of Ringa Hora, enabling Māori to be self-determining in their approach and allowing Ringa Hora to demonstrate their role as Tangata Tiriti.

Other activities throughout 2023/24 which form our engagement approach with Māori and Iwi

1. Collective multi-agency iwi engagement.
 - Ohu Ahumahi will lead a collective multi-agency hui with Eastern Bay of Plenty Iwi.
 - The other agencies involved will likely be the TEC and the Ministry of Education.
 - This approach will reduce engagement fatigue and enable conversations with smaller Iwi and Hapū who may not otherwise have the resources and time required to engage with governmental entities actively.
2. Distributing research on the benefits of Māori inclusion in the workplace.
 - Extensive research on the value of Māori inclusion in the workplace exists.
 - Ringa Hora looks at how that research applies using a Service sector lens.
 - Ringa Hora then takes those learnings out to industry partners, particularly those with low Māori involvement, to educate them on the value of Māori in their workforce.



Section Six – Qualifications System Product Work Plan

Ringa Hora Services WDC Qualifications System Product Work Plan – note this plan is subject to change based on industry priorities and other key factors. Engagement with key parties is integrated into the delivery of the plan.

Table 14. Qualifications system product workplan

Activities	Scope	Indicative timeframes	Outcomes
Scheduled maintenance of qualifications due for review by December 2023.	Qualifications – nine to be reviewed by Dec 2023 <ul style="list-style-type: none"> Aviation and Airport Services (5) Cleaning Services (2) Contact Centres (2) 	Results of qualification reviews expected to be submitted to NZQA by late 2023	Relevant and current qualifications listed to meet the needs of the Service sectors.
Prepare for scheduled maintenance of qualifications due for review by December 2024.	Prepare for review of 20 qualifications due for review in 2024 <ul style="list-style-type: none"> Aviation and Airport Services – Aeronautical Engineering (3) Business - Organisational Risk & Compliance (2) Financial Services & Credit Admin and Management (3) Govt – Case mgmt., Intelligence, & data (4) Hospitality – Catering (2) Retail & Sales (5) 	Preparation for 2024 qualifications reviews, with results of reviews expected to be submitted to NZQA by late 2024	Relevant and current qualifications listed to meet the needs of the Service sectors.
Scheduled maintenance of standards due for review by December 2023 – new development of Skill Standards.	Unit standards (264): <ul style="list-style-type: none"> Aviation and Airport Services (137) Business – ODS, PDC, SRM (30) Cleaning Services (3) Contact Centres – Mgmt & Operations (15) Public Sector (15) Security (47) Hospitality (3) Tourism (14) 	Results of standard reviews and potential new skill standard developments expected to be submitted to NZQA by late 2023	Relevant and current standards listed to meet the needs of the Service sectors.
Prepare for scheduled maintenance of standards due for review by December 2024 – new development of Skill Standards.	Prepare for review of 360 standards due for review in 2024: <ul style="list-style-type: none"> Aviation and Airport Services (293) Business (29) Financial Services (38) 	Preparation for 2024 standard reviews - results of reviews and potential new skill standard developments expected to be submitted to NZQA by late 2024	Relevant and current standards listed to meet the needs of the Service sectors.
Completion of 2022 reviews - responding to NZQA evaluation requests for any further information required for approval and publishing.	2022 Reviews submitted to NZQA for evaluation and still to be approved <ul style="list-style-type: none"> Aviation - Air Traffic Services qualifications (5) and standards (20) Aviation - Aerospace Engineering standards (4) Hospitality standards (41) Public Sector Mgmt qualifications (5) Security qualifications (3) Retail and Distribution standards (167) Tourism Level 2 qualification (1) Tourism Adventure and Horse Trek standards (9) Tourism Cook Islands standards (9) Tourism Visitor Services (61) 	Published April 2023 Awaiting publishing May 2023? Published Jan & March 2023 Published April 2023 To be published May 2023 Published January and March 2023 Published March 2023 Published March 2023 Published March 2023 Awaiting approval - May 2023	

Activities	Scope	Indicative timeframes	Outcomes
Unplanned maintenance.	Respond to requests for extensions of versions of various standards and qualifications to ensure learners not disadvantaged.	Ongoing – and in response to operational practicalities regarding RoVE changes and transitions and programme updates	
Future of Service Skills (FoSS) project – represented as "Complete the "Shaping the Future of Service Skills" Project (Waihangatia te Āmua Ao) project" on the Ringa Hora work programme.	Explore and co-develop a new credential/ qualification, and potential new skill standards.	Expected to be registered with NZQA in late 2023	Relevant and current credential/s designed to encompass the core transferrable essential skills (to be complemented by stackable technical options) To provide a flexible and up-to-date product for the Hospitality industry
Culinary qualifications and standards project – represented as 'Culinary koha project' on Ringa Hora work programme.	Develop new culinary qualifications and Skill Standards (Levels 3-7).	Expected to be registered with NZQA in late 2023	To provide a flexible and up-to-date product for the Hospitality industry
Exploring new credentials, qualifications, standards in a range of areas in response to sector needs.	<ul style="list-style-type: none"> Hospitality Harm Prevention skill standards development Cleaning sector micro-credentials Potential micro-credentials or other credentials in response to Tourism ITP – Better Work Action Plan Hospo Start – potential micro-credential Business Events credentials 	Expected to be registered with NZQA in late 2023 Exploring March – December 2023 Exploring 2023-2024 Exploring 2023	
Programme endorsements.	Support the Ringa Hora Quality Assurance team – as requests from providers received.	Ongoing – meeting target response timelines	
Micro-credential support.	Contribute to WDC development of system/ processes to manage micro-credential support; Support the Quality assurance team to progress applications – as requests from providers received.	February – May 2023 Ongoing – meeting target response timelines	



RINGA HORA

Services

Workforce Development Council

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