

The Future Vision

There has been significant change in the Service sector in the last decade, with the pace of change further accelerating since the pandemic. We are now living in a world where Uber Eats, one of the world's largest food outlet hires no chefs. Alibaba, the most valuable retailer, has no inventory, and Airbnb, the world's largest accommodation provider, owns no real estate.

We believe the future of the Service sector is an exciting one. It's a future that has people at the centre – with endless possibilities for people to choose their own path. It's a future in which industry and businesses can thrive and are empowered to determine their own direction. It's also a future where customers will demand more unique and individualised experiences.

We know that a flourishing Service sector is one that reflects the communities it serves. New Zealand's future population is becoming increasingly diverse with rapid growth in the Māori, Pacific, and Asian populations, changing views about gender, and a wider range of cultures and perspectives. Embracing and celebrating our growing diversity makes businesses more attractive to potential kaimahi and customers from across the globe.

New Zealand is a nation founded upon Te Tiriti o Waitangi. The manaakitanga that has always been at the heart of the Service sector will be bolstered by increased use of Te Reo and embracing of mātauranga Māori in businesses across the sector. The Māori economy (estimated to be worth \$70 billion) is anticipated to grow strongly in the Service sector.

More and more people are seeking opportunities to engage in meaningful and rewarding work that includes opportunities for development and progression. As the way people view the role of work as part of their wider lives changes, so the gig economy will grow and workplace practices will continue to adapt to enable a range of flexibility about when, where and how they are working.

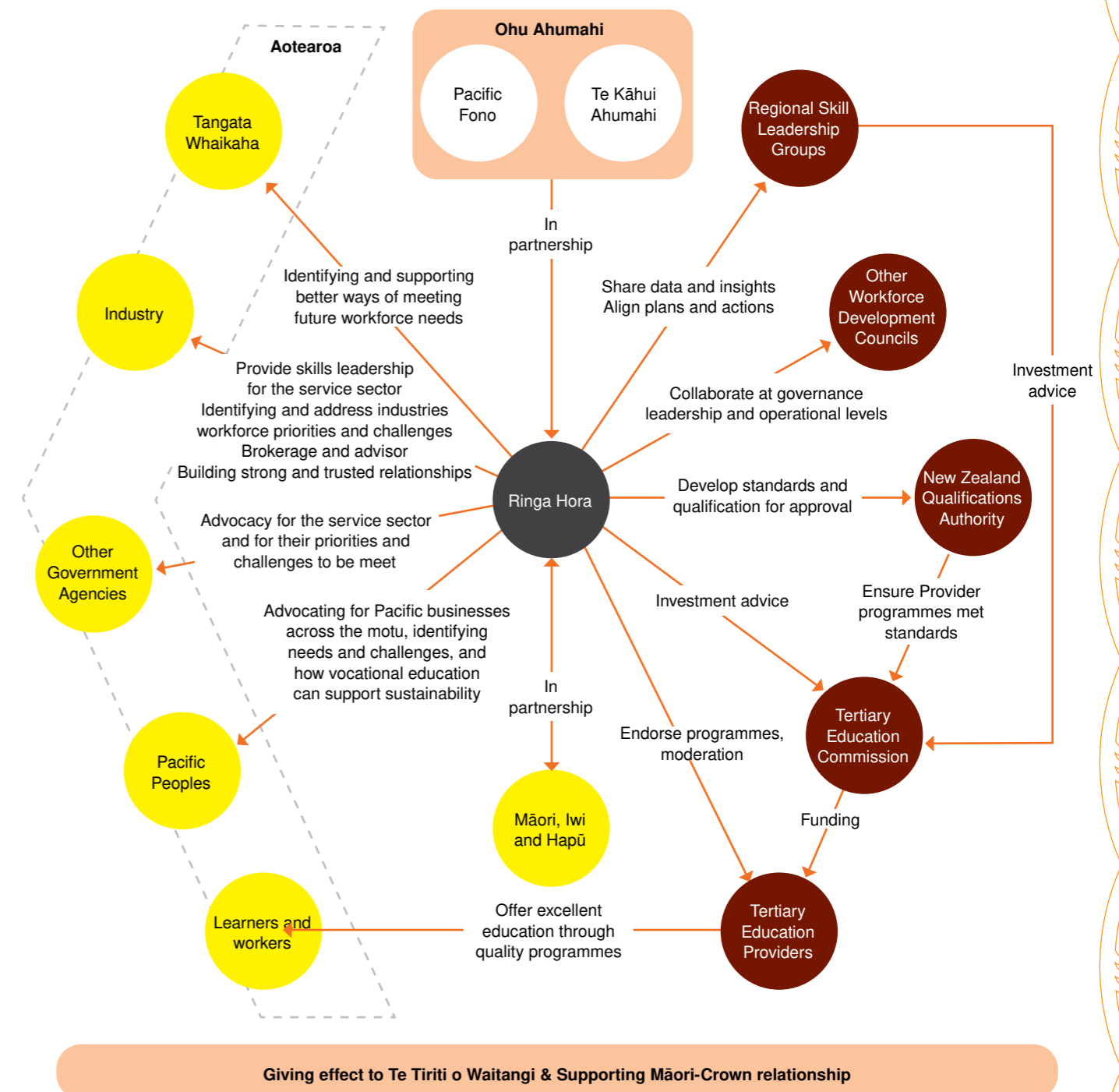
Innovation and technological advancements will enable automation of routine transactions; use of devices to complete previously manual tasks, local entrepreneurship facilitated by digital means, and access to a wider depth and breadth of customer data. This technological change will shift the tasks people do and the range of skills they need.

More Service roles will be remote. This opens opportunities to a wider range of people and skills by breaking down a barrier for the Tāngata whaikaha community who might not otherwise be able to participate, helping people to balance work with other commitments, and enabling employers to draw on skills from across the motu. This also offers people opportunities to work and learn close to home, which can help retain connections with their whenua, whānau, and other support structures.

Values and inter-generational wellbeing will be at the heart of many business, workforce, and consumer decisions. People are increasingly conscious of social, cultural, and environmental impacts and considering how today's decisions effect future generations. Customers are demanding businesses take an interest in sustainability through things such as regenerative or restorative approaches, local food systems, alternative energies, reusable options, and sustainable procurement. People making employment and consumer decisions look for businesses that are values based, such as social enterprises or with an emphasis on katiakitanga, and look beyond price, prioritising mental health and wellbeing, and pay a Living Wage.

This exciting future for the Service sector won't happen by accident. The choices and actions we each take now will play a significant role in helping shape the future. Ringa Hora is dedicated to working with our sector to take meaningful action and enable the brightest possible future for our sector and future generations.

Our central role in the Vocational Education System



Introduction

Ringa Hora was established as part of the Reform of Vocational Education (RoVE) with a mandate to help drive transformational change in the vocational education system. The vision of RoVE is to “create a strong, unified, sustainable vocational education system fit for the future”, and apart from the establishment of the six Workforce Development Councils (WDC’s), led to the creation of Te Pūkenga, the establishment of the Regional Skills Leadership Groups (RSLG’s), and the shift of supporting workplace learning from ITOs to providers, etc.

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

Leadership	To lead and coordinate industry efforts to identify workforce needs and support the vocational education system and employers to meet those needs.
Developing and setting standards, capstone assessments and qualifications	To develop and maintain industry qualifications, training schemes, training packages, capstone assessments and skill standards that meet the needs of the Service sector.
Endorsing programmes and moderating assessments	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.
Change to Advisory and representative role	To guide and influence TEC’s investment decisions in vocational education and ensure that they meet the needs of the Service industries.

The key shifts we are seeking are to ensure insights from all parts of the Service sector - learners, workers, employers, Iwi, Hapū, and Māori organisations drive the direction of vocational education system, qualifications design and workforce development settings.

In doing this, we partner with industry, highlight their needs and advocate on their behalf to affect system changes. Our aim is to support Service industries to tackle skill shortages, adjust to the future of work, build a strong skills base, and have the right training available at the right time.

In our first Statement of Strategic Direction (2023), we set out how we intend to be of service to Aotearoa and the future of the sector that we want to help shape. This Statement outlines the initial direction for our work over the next few years; our vision and purpose, our values, our strategic priorities and our impacts, and the steps we intend to take to make these impacts.

Our Statement of Strategic Direction has close ties and should be read in conjunction with our Workforce Development Plan and our Operational Plan *. These documents provide a snapshot of the Service sector, challenges and opportunities facing its workforce and the work Ringa Hora is undertaking to address them.



Our whakapapa

Ka mua, ka muri. Walking backwards into the future.

Before setting out our strategic direction, we need to understand where we came from and why we are here. This began for us and our Workforce Development Council whānau on 4 October 2021, when we were formally established as a result of the Reform of Vocational Education. We are to ensure the vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development. We will set standards, develop qualifications and help shape the curriculum of vocational education for the Service sector. Success for all of us will mean employers - including Māori business owners - are confident that vocational education graduates are ready for work and that the future skill needs of their industry will be addressed by the vocational education system.

Our name – Ringa Hora – was gifted to us to exemplify the duty of care that is expected of us in being an industry-led Services workforce development council that has a mandated responsibility to give voice and create space for more flexible learning pathways and outcomes.

The name Ringa Hora exemplifies the qualities and wishes described to us by the Interim Establishment Board of this council. These qualities included the importance placed upon us as being values-based, people-centred, and being of service to others. In order to encapsulate this, “Ringa Hora” was proposed – ‘Ringa’ meaning ‘Hands’, and ‘Hora’ meaning ‘Spread Out’ and in this case, facing upwards. “Ringa Hora”, the upturned, outspread hands symbolise ‘manaakitanga’, ‘hospitality’, and ‘service; these wonderful values are fundamental to and pervade the whole Service sector.

We adopted the proposed name and thus, Ringa Hora was born, and we aspire to live up to our name in everything we do.

At the same time, we were provided with a values framework by our Council to guide the organisation during its set-up and establishment phase. These Ngā Uara (Values) set out who we are, what we care about and what is important to us; they are:

Tika	Pono	Aroha	Mārama
We are authentic and genuine	We act in good faith and do what is right	We are compassionate, empathetic and caring	We seek to understand

While the RoVE is the means through which we came into existence, Ringa Hora has now existed independently for over two year. Even as we continue to be committed to the RoVE vision, Ringa Hora is setting out its own strategic direction. Our purpose is to serve Aotearoa by responding to the current and future workforce needs of the Service sector. We will support the needs of our current and future workforce and their whānau, and support equitable outcomes for Māori, Pacific peoples and Tāngata whaikaha.

Our Strategy-on-a-Page

Our PRIORITIES

Giving effect to Te Tiriti o Waitangi & 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

Our VISION

Skills for life, wherever it takes you

Our PURPOSE

Our purpose is to serve Aotearoa by responding to the current and future workforce needs of the Service sector. Guided by the insights from industries and partners we work to contribute to equitable outcomes for Māori, Pacific peoples and Tāngata whaikaha by bringing those insights to the forefront of decision making across the skills system.

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

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

Our VALUES

Tika
We are authentic and genuine

Pono
We act in good faith and do what is right

Aroha
We are compassionate, empathetic and caring

Mārama
We seek to understand

WHO we serve

- Industry (service sector)
- Pacific peoples
- Learners and workers
- Māori, iwi and hapū
- Tāngata whaikaha (people with disabilities)

Who we serve

Ringa Hora plays a central role in the vocational education system in Aotearoa. We connect industry, providers, learners, and workers with the vocational education system and with each other.

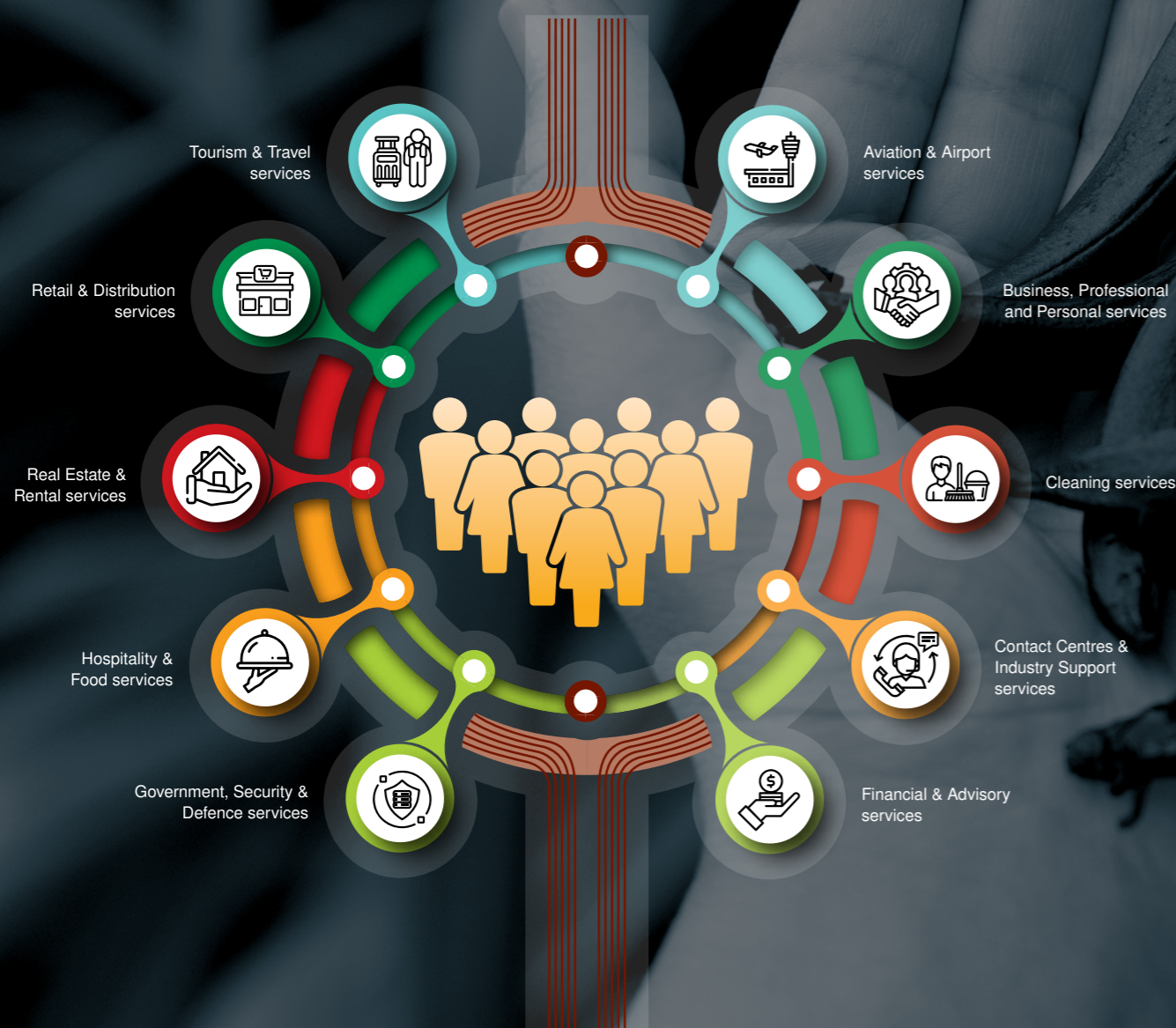
We identified five main groups who we consider ourselves in service to:

- Industry (Service sector)
- Pacific peoples
- Learners & workers
- Māori, iwi and hapū
- Tāngata whaikaha (people with disabilities)

Industry (Service sector)

The Service sector includes a huge variety of people in a wide range of businesses doing everything from working in airports, to selling houses, to cleaning buildings. We have created ten industry groupings based on the types of things businesses focus on, and the types of roles people play. While each of these groups are different, they all have people at their heart.

They are also all connected to one another. Together they form a rich ecosystem, and things that impact part of the ecosystem have a ripple effect on the whole Service sector. In that context, it's important that we work together and focus on developing all parts of the Service sector.



OVER ONE THIRD

of all workers in New Zealand work in the Service sector.

Employing around

924,000

people in 2021

The Service sector contributes over

\$100 Billion +

per year to New Zealand's Gross Domestic Product (GDP) or just over 30% of the total GDP

Māori, iwi and hapū

Even before the signing of Te Tiriti o Waitangi, Māori were adept entrepreneurs and had an eye for both business and overseas trade opportunities. In recent years, Māori business has increasingly flourished and is seen as part of the unique identity of the sector, most notably within the Tourism industry. In addition, the Māori population is growing at a much faster rate than the NZ population as a whole. It is expected to make up a larger share of the workforce, particularly the young workforce, over the next decade.



There are **114,000** Māori in the Service sector

The percentage of Māori workers varies considerably from 8% in Aviation and Financial & Advisory Services to more than 18% in Contact Centres & Industry Support Services and Cleaning Services.

13% of all workers in the sector



7.4% Māori owned business in sector

Again, this varies considerably from 4% in Financial & Advisory Services to more than 10% in Contact Centres & Industry Support Services and Cleaning Services. These businesses range from large iwi-owned entities to small businesses owned by Māori entrepreneurs.

Pacific peoples

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

Concentrated predominantly in Auckland, the Pacific workforce makes up 11% of Service sector workers with higher representation across Contact Centres & Industry Support Services, Cleaning, and Aviation compared with other industries.

Tāngata whaikaha (disabled people)

Nearly a quarter of New Zealanders have a disability. Disability can be understood not only as a physical, mental, intellectual, or sensory impairment, but also in the way that wider attitudes, behaviours, and the built environment can inhibit full and equal participation in different aspects of life, including work.

Disabled people have lower rates of employment and lower incomes than non-disabled people. They may face social stigma that adversely impacts job opportunities.



Learners & workers

Ringa Hora sees learners at the centre of the (vocational) education system *. There is a fine – often indistinguishable – line between learners and workers; people work while they obtain a qualification, people learn on the job, people retrain when they make a career shift, and people hone their skills through lifelong learning. It is important to keep this duality between learners and workers into account when developing qualifications, standards and programmes, and making decisions about the future of the vocational education system.

We are specifically focused on those learners and workers where the system has not been well served by the vocational education system in the past. Ringa Hora is committed to contributing to better and more equitable outcomes for these learners and workers.

*In line with the government's Tertiary Education Strategy (see Appendix A)

Our impact

To achieve our vision and fulfil our purpose, we defined four strategic priorities:

- Giving effect to Te Tiriti o Waitangi & 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. They dictate where we want to make an impact for those we serve. Our impacts are aspirational; and we won't be able to make them on our own. We will collaborate with other Workforce Development Councils, providers, Regional Skills Leadership Groups (RSLGs), Government and those we serve to make our impacts last.

Over the next 5 years we will work to systematically and specify the role of the vocational education system articulate the current and future workforce needs of the Service specify the role of vocational education system in responding to these needs alongside other levers. This will in turn bring transformative changes to the Services skill standards and micro credentials through better aligning the various system levers and direct resource where it's required.

We will work to ensure an appropriate suite of qualifications, skills standard and micro credentials are in place to anchor sustained success of the Services.

To achieve these objectives requires Ringa Hora to be deeply connected with those involved in the Services. This includes:

- Individuals working in the sector
- Businesses
- Iwi, Hāpū, and Māori organisations
- Industry representatives, associations and unions; and
- Education providers
- Potential future entrants to the sector; and
- Other relevant ministries and agencies such as the Regional Skills Leadership Groups and the Ministry of Business, Innovation and Employment.

The way we connect with each of the groups will vary depending on the context of the conversation and in a way that suits our stakeholders.

Giving effect to Te Tiriti o Waitangi & Supporting Māori-Crown relationships

Our impact	The steps we are taking	How do we demonstrate success?
Empower Māori success within the Service sector.	<ul style="list-style-type: none"> • Partner with Māori, iwi and hapū to understand their priorities and challenges, and develop a plan forward that ensures the voice from Māori and iwi business influences our functions, responsibilities and direction. • Work with our partners to set the tikanga of our relationships and provide feedback on the impact of our relationships. • Grow internal capability to authentically develop, engage, and maintain our relationships with Māori 	<ul style="list-style-type: none"> • There is evidence that Ringa Hora partners Māori, iwi and hapū, and that the gathered insights inform all of our functions, responsibilities and direction. • There is evidence that Ringa Hora collaborates with other WDC's on engagement with Māori, and that contribution meets the expectations of Māori, Iwi and Hapū. • There is expressed cognisance of Māori worldviews demonstrated throughout organisational business approaches. • Outcomes and results from services have high value to Māori, iwi and hapū, and demonstrate positive service impacts.
Improve equity for Māori within the Service sector.	<ul style="list-style-type: none"> • Ensure insights and approaches to address inequity for Māori in workforce development, training and education are informed by Māori and by quality research. • Enhance internal capability to appropriately navigate te ao Māori complexities concerning equity. 	<ul style="list-style-type: none"> • Reporting and self-review on issues of importance to Māori, iwi and hapū are clear, genuine, timely, and inform the wider organisational guidance and direction. • There is evidence of effective identification, analysis and action planning for Māori outcomes. Any gaps are minor and not of a high significance.



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

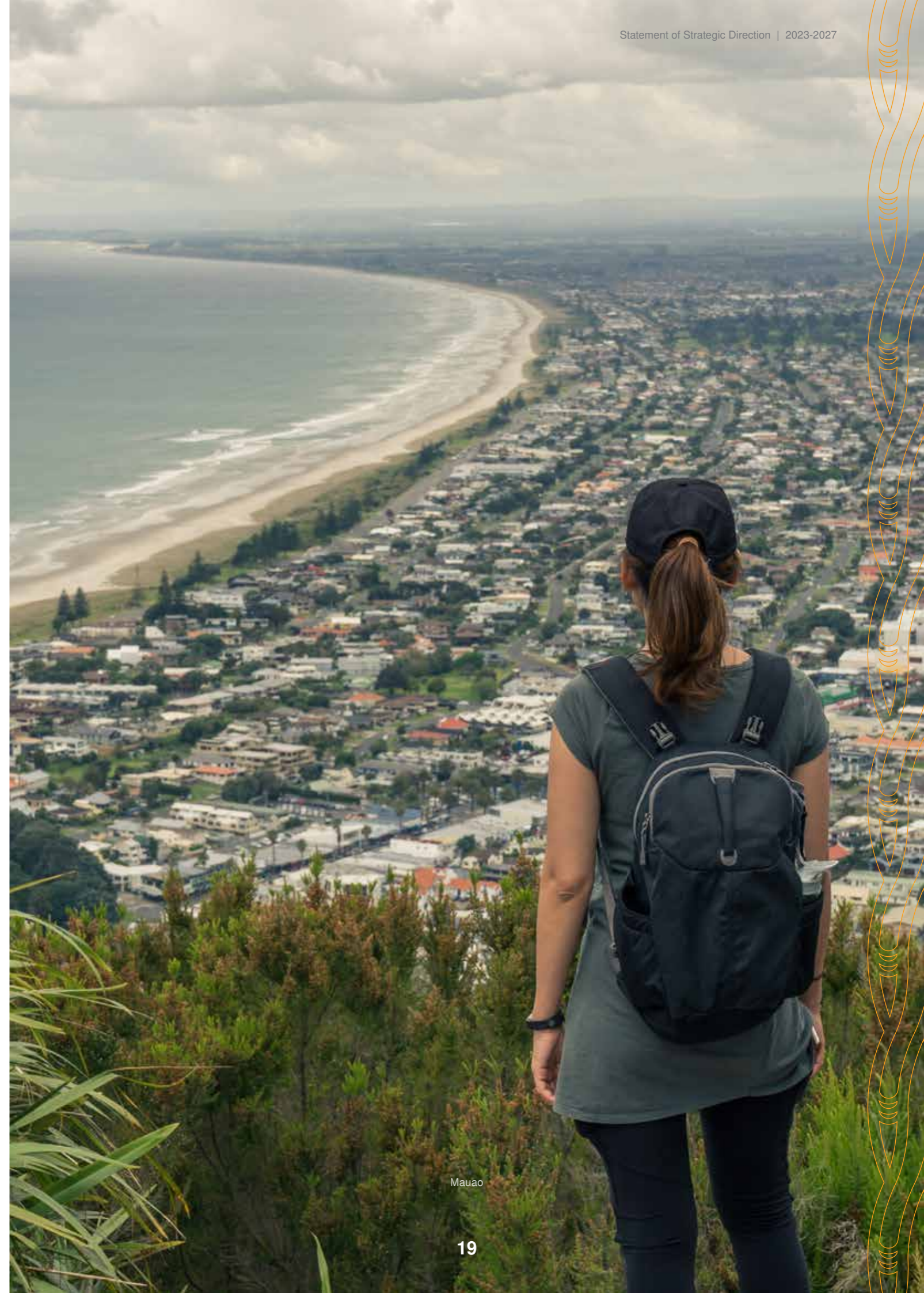
Our impact	The steps we are taking	How do we demonstrate success?
<p>Industry and businesses drive the direction of the vocational education system in Aotearoa.</p>	<ul style="list-style-type: none"> Establish a variety of channels through which industry and businesses can engage with us and through which they can provide input into the wider vocational education system. Remove barriers to participation in vocational education by industry. Digitise the ways we work with industry and with businesses. Track the use and adoption of accredited training by industry and businesses and encourage the use of accredited training. Develop a Service sector value proposition that raises awareness of what it means to work in the Service sector, and what the benefits are for long-term careers. 	<ul style="list-style-type: none"> There is evidence that an increased number of industry organisations and businesses engage with Ringa Hora (and with the wider vocational education system). Industry provides positive feedback to Ringa Hora regarding the way we work and engage with them. Qualitative and quantitative data shows that an increased number of industry organisations and businesses adopt accredited training. There is evidence that the industry supports our Service sector value proposition.
<p>Workforce priorities and challenges are identified and addressed.</p>	<ul style="list-style-type: none"> Produce insights and plans (e.g. Workforce Development Plans) that identify and address industry opportunities and challenges. Ensure that actions outlined in our plans are being implemented to deliver their desired effect. Ensure investment advice to the TEC is aligned with industry priorities and challenges. Facilitate the development of appropriate Tāngata whaikaha (disabled people) support and resources for industry to increase industry confidence in employing Tāngata whaikaha. 	<ul style="list-style-type: none"> Workforce Development Plans (WDPs) are publicly available and updated annually with the latest industry data, insights and joint actions between Ringa Hora and industry. There is evidence that actions outlined in our WDPs are implemented and address industry priorities and challenges. There is evidence that industry supports our investment advice to the TEC. There is evidence that our investment advice aims to direct funding to support better outcomes for priority learner groups, including Māori, Pacific peoples and Tāngata whaikaha.

Excellence in vocational education, contributing to a excellent vocational education system that offers fit-for-purpose programmes, standards, and qualificationsation

Our impact	The steps we are taking	How do we demonstrate success?
<p>Vocational education is more easily accessible for learners and workers.</p>	<ul style="list-style-type: none"> Ensure that qualifications and standards are developed to be free of barriers to learner participation in programmes. Identify any potential barriers for learner participation through our Quality Assurance and Programme endorsement systems. Facilitate the development of training, qualifications and standards that empower Māori into fulfilling roles in their chosen industry. Develop approaches to increase access and support for Tāngata whaikaha transitioning from education and training, into employment. Understand what 'excellence in vocational education' looks like for Māori and Pacific businesses and learners/ workers, and how we can make vocational education more accessible for them. 	<ul style="list-style-type: none"> We track a range of outcomes for (priority) learners for Service sector programmes (e.g. enrolments, completion rates, etc.) and compile insights to inform our work. The adoption of new qualifications and standards increases over time, and we decommission inactive qualifications.
<p>Vocational education is more adaptive and flexible and is able to better meet rapid changes in skills and workforce requirements.</p>	<ul style="list-style-type: none"> Develop qualifications and standards that remain relevant and flexible over a 5-year period and ensure programme content can be adjusted efficiently to meet ongoing changes in industry and industry needs. Partner with vocational education providers to ensure qualifications, standards and programmes can manoeuvre to meet ongoing changes in industry. Collaborate with Māori, iwi and hapū to influence and inform educational products and the vocational education system. 	

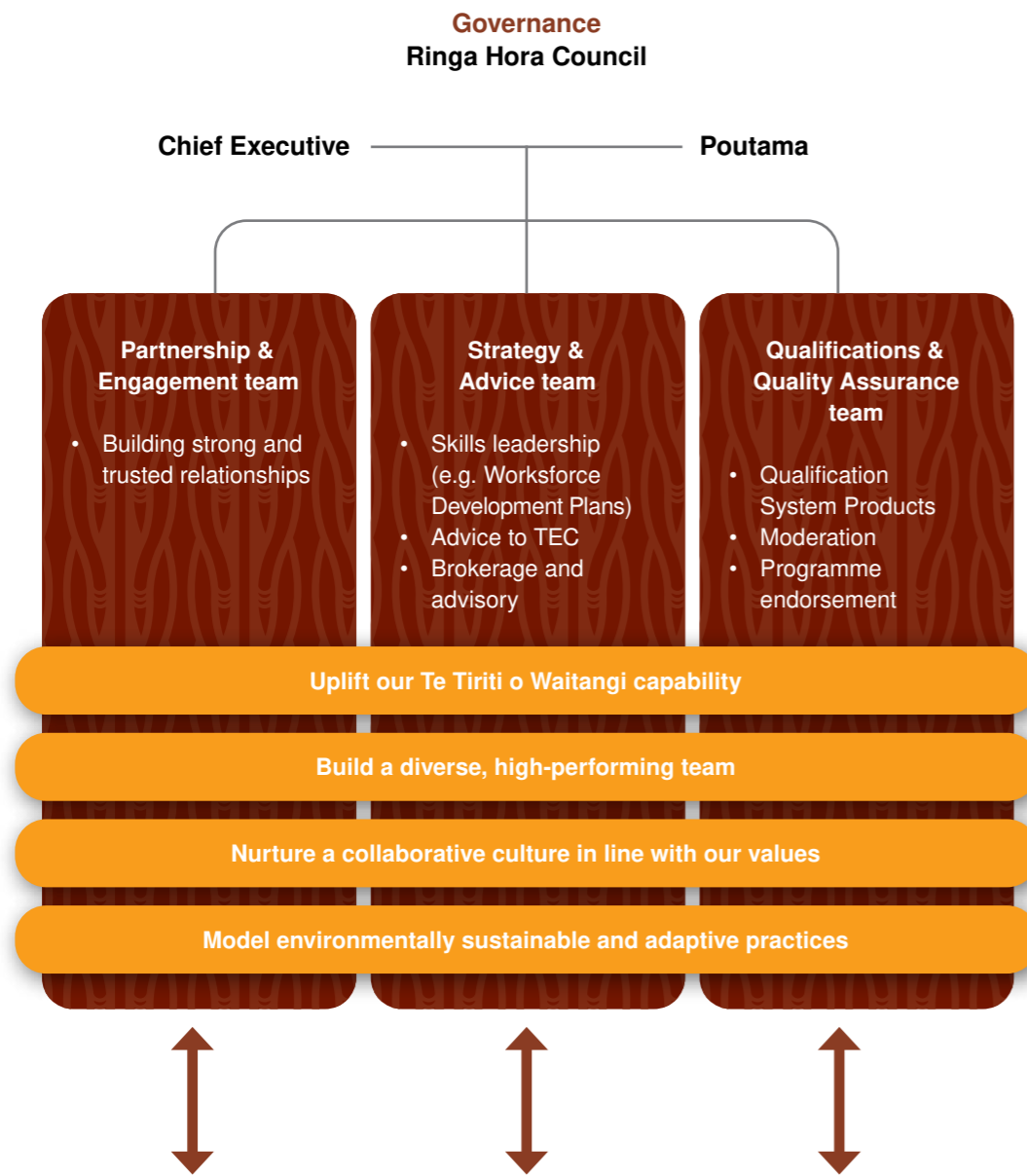
Being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa

Our impact	The steps we are taking	How do we demonstrate success?
Align the workforce and skills pipeline with regional economic priorities.	<ul style="list-style-type: none"> • Develop national education products that are fit for regional and online delivery. • Work with Regional Skills Leadership Groups to align plans and actions to address industry and regional priorities and challenges. • Connect providers with local employers. 	<ul style="list-style-type: none"> • There is evidence that regional economic priorities are incorporated into our Workforce Development Plans and Investment Advice to the TEC. • There is evidence that standards and qualifications are being used across the motu. • There is evidence that Ringa Hora engages across the regions of Aotearoa and regional insights inform our work.
Supported, sustainable economies in the regions.	<ul style="list-style-type: none"> • Identify and support workforce opportunities to thrive in the regions. • Regional collaboration with Māori, iwi and hapū that responds to regional needs. • Ensure our education products are adaptable to meet fluctuating regional needs. 	



The way we work

The diagram below sets out the way we work to deliver on our statutory functions and make the impacts we are committed to:



Who we serve

- Industry (Service sector)
- Māori, iwi and hapū
- Pacific peoples
- Tāngata whaikaha (people and disabilities)
- Learners & workers

Who we collaborate with

- Other WDC's**
- Collaboration at governance, leadership and operational levels
 - Hāpaitia (shared services)
- VE Collaborators**
- (providers, RSLG's, TEC, NZQA)
- Government**

Our teams:

Our **Partnership & Engagement team** builds strong and trusted relationships with Industry, Māori, iwi and hapū, as well as Pacific, Tāngata whaikaha 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 sector.

Our **Qualifications and Quality Assurance team** leads the quality assurance system and the development of high quality qualifications and standards and endorse programmes that are relevant for the changing needs of our industries and learners.

Our internal priorities:

We have defined four internal priorities which we will focus on during the next five years:

1. Uplift our Te Tiriti o Waitangi capability. Our commitment to giving effect to Te Tiriti o Waitangi is fundamental to our work, and in order 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, to put in place systems and processes underpinned by Te Tiriti o Waitangi, as well as train and educate our people to uplift their capabilities.
2. Build a diverse, high-performing team. We want our Ringa Hora team to reflect the diversity of Aotearoa; through a variety of cultures, backgrounds, and experiences, we believe we can solve more complex problems for our industries and for the people we serve.
3. 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, we work together with providers in the development of programmes, we collaborate with other WDCs through our shared services and many other matters, etc. Ringa Hora 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.
4. Model environmentally sustainable and adaptive practices. We want to make environmentally responsible choices in our day-to-day operations that limit our ecological footprint. While the heavy-engagement nature of our work might not lend itself to this, there are actions that we can take (or actions that we choose to intentionally not take).

In our Operational Plan, we provide more detail on the way we work and what our workplan looks like for the year (see Appendix B)



Appendices

Appendix A – How Ringa Hora intends to give effect to relevant parts of the Tertiary Education Strategy

The Tertiary Education Strategy (TES) is issued under the Education and Training Act 2020 and sets out the Government’s priorities for education. It directs government and education sector activities towards the actions that will make the biggest difference and ensures that we are able to strengthen the education system to deliver successful outcomes for all ākonga (learners).

The five objectives set out in the Tertiary Education Strategy are:

1. Learners at the centre – Learners with their whānau are at the centre of education
2. Barrier-free access – Great education opportunities and outcomes are within reach for every learner
3. Quality teaching and leadership – Quality teaching and leadership make the difference for learners and their whānau
4. Future of learning and work – Learning that is relevant to the lives of New Zealanders today and throughout their lives
5. World-class inclusive public education – New Zealand education is trusted and sustainable

Ringa Hora’s vision, purpose, strategic priorities, and impacts are aligned to the objectives in the Tertiary Education Strategy. We focus our effort on contributing to a world-class vocational education system that is accessible for learners/workers and for industry. We work towards vocational education that is more adaptive and flexible and is able to better meet rapid changes in skills and workforce requirements. Industry and learners/workers are at the centre of what we do, with a particular focus on Māori and other priority learners like Pacific peoples and Tāngata whaikaha (disabled people).

Appendix B – Description of other Ringa Hora plans and documents

<p>Workforce Development Plan</p>	<p>This plan provides a snapshot of the Service sector workforce now, a vision for how the sector could/should look in the future, and a plan for how to move the workforce to that new state.</p> <p>It includes actions for Ringa Hora, a range of people across industry and other agencies like providers or government departments.</p> <p>This is an external facing document which is published for use with and by industry.</p>	<p>Link to our 2022 Workforce Development Plan</p>
<p>Operational Plan</p>	<p>This plan outlines the TEC funded work Ringa proposes to undertake in the next year. It informs the TEC about Ringa Hora’s priorities, work plan, financial management and risk, and the TEC will fund Ringa Hora based on the activities set out in this plan.</p> <p>While the operational plan is a document primarily intended for TEC, it is published and made available publicly.</p>	<p>Link to our 2022/23 Operational Plan</p>

Appendix C – Ten Industry Groups

- The **Aviation & Airport Services industry** is made up of businesses involved in aircraft manufacturing and repair, airport operations, and air transport services.
- The **Business & Professional Services industry** includes a wide range of businesses including things like legal services, accounting, parking services, business associations and labour associations.
- The **Cleaning Services industry** includes businesses that clean the interior and exterior of buildings and some other cleaning services including street sweeping and cleaning the inside of vehicles.
- The **Contact Centres & Industry Support Services industry** includes a range of businesses including call centres, labour supply services, gardening, and a range of administrative services.
- The **Financial & Advisory Services industry** includes a range of businesses including banks, insurance companies and other financial services.
- The **Government, Security & Defence Services industry** includes central and local government, the justice system, defence forces, and security services.
- The **Hospitality & Food Services industry** includes accommodation, cafes & restaurants, takeaway food services, catering, pubs & bars, and clubs.
- The **Real Estate & Rental Services industry** includes a range of businesses including real estate agencies, property management companies and car rental companies.
- The **Retail & Distribution Services industry** includes a wide range of businesses that are involved in the wholesale and retail of a range of products including things fuel, groceries, houseware, and clothing.
- The **Tourism & Travel Services industry** includes a range of businesses that provide services to tourists. It is a cross-cutting industry that is defined differently to other Ringa Hora industries and includes parts of other industries such as hospitality, retail, and aviation.





RINGA HORA
Services

Workforce Development Council