

RINGA HORA

ANNUAL REPORT 2023



RINGA HORA
Services

Workforce Development Council

Publisher

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RINGA HORA
Services

Workforce Development Council

Rārangi take

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Te Pūrongo o Te Heamana, Te Tumu, me te Poumatua o Ringa Hora

Combined Chair, CE and Poumatua report

Hikitia ngā kaupapa o ngā whakatupuranga o mua. Hāpaingia ngā wawata mō ngā mokopuna.

Uplift and carry past generations' legacies. Uplift and carry the aspiration for future generations.

We are proud of what we have achieved since Ringa Hora Services Workforce Development Council (WDC) opened its doors on 4 October 2021.

Our mahi has responded to the current and future workforce needs of the Service sector so businesses, communities, and whānau are served by people with relevant skills, knowledge, and qualifications. When someone has the skills and support to do their job, then they are likely to be safer, more productive, and happier. This is good for business and the community.

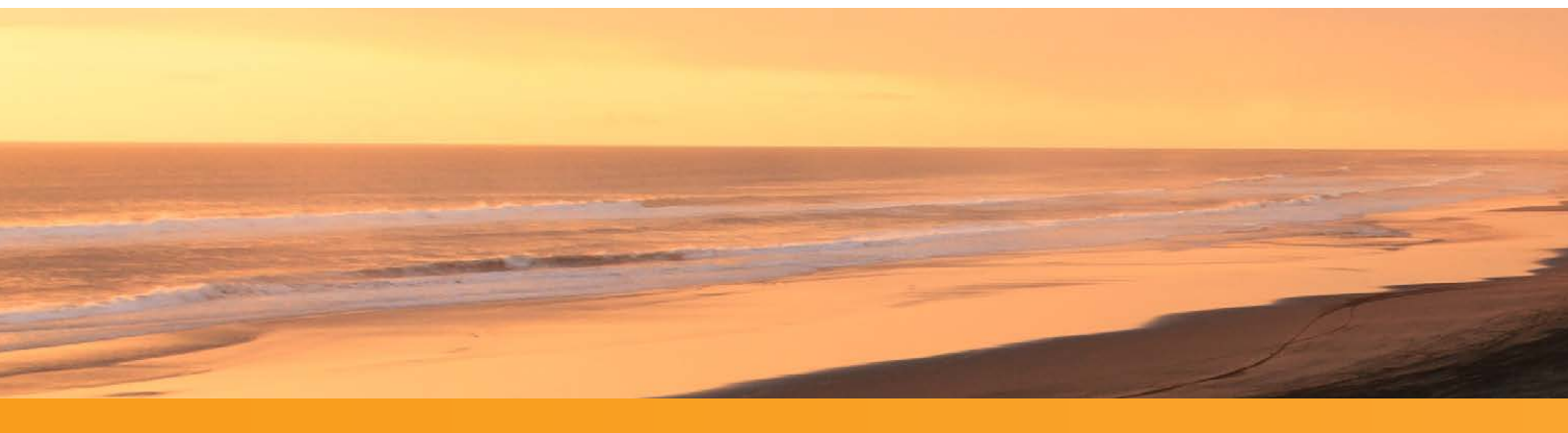
Through the tireless mahi of our leadership team and kaimahi | employees, we have provided skills and workforce leadership, developed and maintained qualifications and standards, provided quality assurance, advice, and representation, while honouring te Tiriti o Waitangi and strengthening the relationship between Māori and the Crown.

Throughout the past year, we have experienced disruption within our communities in many different forms, from shifting consumer patterns and emerging digital disruption to the impact of environmental and climate change.

Cyclone Gabrielle in February 2023 and other weather-related disasters devastated parts of Aotearoa New Zealand and left communities struggling. Many Service sector roles also felt the impact. Our kaimahi at Ringa Hora have continued to provide support and help to our stakeholders within the Service sector during these difficult times.

This annual report showcases our key achievements in delivering on our promise. We thank all who have assisted us in carrying out our mahi, including industry associations, our funder – the Tertiary Education Commission, our shared services provider, Hāpaitia Ltd and especially our kaimahi.

When you pop into your local dairy or supermarket, phone the call centre of your power company, grab takeaways or stop for a bite at your locally owned restaurant, need financial advice or insurance cover, buy or rent a house, need a rescue helicopter, drop into MSD for help with your pension, come back to your workplace and it is clean, visit your local library or grab your luggage off a baggage carousel – stop and remember the unseen and seen hands who delivered that service for you – they are who Ringa Hora proudly serves. The success of our mahi can be felt and seen in everyday life but this report outlines ways we are looking to support the success of both businesses and people across the Service sector.



Unveiling our Workforce Development Plan

In late August 2022, we released our first Workforce Development Plan.

Two out of every three people in Aotearoa New Zealand will work in the Service sector at some point in their lives. The success of businesses and people across the motu | country relies on experiences gained while working in “service”. When our Service sector thrives, people, communities, businesses and the Aotearoa New Zealand economy thrives. Using in-depth research and analysis, the Workforce Development Plan serves as a high-level overview of the current state of the Service sector workforce, the factors influencing its future, and the collaborative actions we could undertake together with industry to cultivate thriving businesses and communities. Drawing on quantitative data and qualitative insights gathered through our first partial year of sector engagement, the plan lays the foundation for transformative steps to ensure the sustained success of the Service sector.

Launching Waihangatia te Āmua Ao: Shaping the Future of Service Skills.

The high churn of employees who work in the Service sector presents both challenges and opportunities for Ringa Hora and the sector as a whole. This left us wondering how we could collectively acknowledge, value, and elevate the core service skills that are essential for a thriving workforce. This question laid the foundation for “Waihangatia te Āmua Ao: Shaping the Future of Service Skills (FoSS)”. Alongside industry we discussed what this might look like and whether we could agree on the value of a shared entry point qualification.

Throughout our conversations, one resounding truth emerged - the critical nature of skills such as communication, problem-solving, customer service, cultural capability, leadership and knowledge of health and safety - these skills are the lifeblood of our businesses and communities across Aotearoa New Zealand.

The 30 qualifications that cover these essential service skills currently lead to a cluttered landscape of choice for employers, ākonga | learners and providers. FoSS embodies our commitment to the Service sector and how we aim to transform the vocational education landscape, creating pathways that empower our people and drive the growth of service skills across Aotearoa New Zealand. We look forward to exploring a similar common entry point across leadership and business skills, building out the platform of vocational options for all ākonga.

Trusted relationships at the heart of transformation

Milestones such as these and our future achievements would not be possible without the ongoing time, commitment, and support from those we serve. We have remained committed to building robust relationships with iwi, industry stakeholders, providers, and others across the vocational education sector. These collaborations have enabled us to expand our reach, further amplify industry voice, and work to provide innovative solutions to the challenges we collectively face. Ohu Ahumahi, the six Workforce Development Councils (Ohu Ahumahi WDCs), as independent non-commercial entities have been able to work together beyond the boundaries of industry for the benefit of all employers and ākonga.



The first of these Ohu Ahumahi WDC relationships with the Defence portfolio was formed through a desire to provide a united approach across one of the largest work-based training providers in Aotearoa New Zealand. Our agreement establishes new parameters for partnerships, from strategic planning to tactical delivery, across the numerous qualifications utilised by Aotearoa New Zealand Defence Force personnel. As the world of work changes for businesses, so it changes for people. Increasingly, we will need qualifications and workforce responses that can move across skills not just industry.

We have listened to stories shared by iwi, hapū, Māori businesses, and providers who want changes to a system that hinders their ability to support the unique needs of their communities. Feedback has shown that many sought to move away from homogeneous delivery and instead deliver solutions that align with the hearts of their people,

and a limitless future. We recognise our part in this. Enabling true transformation must be through our role as connectors. We know we need to bridge the gap between NZQA, the Tertiary Education Commission, the Ministry of Education, and Māori, who understand their communities best. Our journey is just beginning, but we are humbly grateful for the opportunity to make the vocational education system more accessible, comprehensible, and responsive to the needs of Māori. The wero | challenge lies in removing barriers, streamlining bureaucracy, aspirational thinking, and championing those with intimate knowledge of their communities to lead and flourish.

Looking ahead, we invite you to join us to keep shaping this exciting future together. We are grateful for your support and look forward to continuing our work to develop a Service sector where skills flourish, opportunities abound, and communities thrive.



Hinerangi Edwards
Council Chair



Kari Scrimshaw
Chief Executive



Ben Ngaia
Poumatua



Matapouri, Northland

MOEMOEĀ

Our vision

Skills for life, wherever it takes you



Our priorities

Giving effect to **te Tiriti o Waitangi** and supporting **Māori-Crown** relationships.

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

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

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

Our purpose

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

Specifically we:

Help direct investment to areas of need.

Set standards, develop qualifications, and help shape vocational education to align with industry needs.

Ensure appropriate vocational education programmes are being offered.

Ngā uara | Our values



Tika

We act in good faith and do what is right.



Pono

We are authentic and genuine.



Aroha

We are compassionate, empathetic, and caring.



Mārama

We seek to understand.



Mō Ringa Hora

About Ringa Hora

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

Ringa Hora Services WDC is one of six Ohu Ahumahi WDCs established in 2021 as part of the Reform of Vocational Education. Our purpose is to serve Aotearoa New Zealand by responding to the current and future workforce needs of the Service sector. We aim to ensure the vocational education system meets industry skills needs and supports Māori businesses through fit for purpose qualifications and delivery. We set standards, develop qualifications and help shape the curriculum of vocational education for the Service sector. Success will mean employers – including Māori business owners – are confident that vocational education graduates are ready for work and that the future skills needs of their industry will be addressed by the vocational education system.

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

The origins of our name

Our name, Ringa Hora, derives itself from “Ringa” meaning hands, and “Hora” meaning spread out, and in this case, facing upwards. Ringa Hora – the upturned, outspread hands – symbolises manaakitanga, hospitality, and service. These values are fundamental to and extend throughout the whole Service sector.

Ringa Hora exemplifies the duty of care expected of us as an industry-led organisation with a mandated responsibility to give voice and create space for more flexible learning pathways and outcomes. Our name speaks to the qualities and wishes described to us by the interim Establishment Board¹ of being values-based, people-centred, and of service to others.

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

1. Interim Establishment Boards (iEBs) were set up as part of the Reform of Vocational Education to establish the Workforce Development Councils as legal entities. Ringa Hora's iEB was called the Services iEB.



Te waihanga o tō tātou ohu ahumahi Shaping our organisation

Culinary Koha project engagement and design
June-October 2022

Our first Workforce Development Plan published

Presenting a high-level summary of the people working in the Service sector today, the factors shaping the workforce in the coming years, and the actions we could take to develop the future workforce together

25 August 2022



Ringa Hora 1st birthday
4 October 2022

2022



Aviation industry workforce hui

Hosted in Te Whanganui-ā-Tara Wellington with representatives from Aviation, Government and regulators

15 September 2022



Te noho marae o ngā kaimahi Māori o ngā Ohu Ahumahi

19-20 October 2022

Our first Operational Plan published, outlining the steps we will take to achieve our strategic priorities
7 July 2022

'What makes the Service Sector resilient?' research published
8 December 2022

Future of Service Skills:
Waihangatia te Āmua
Ao engagement through our industry hui, online webinars, interviews and surveys
February–April 2023

First series of industry workforce hui hosted across the country for Security, Real Estate, Business & Professional, Aeronautical Engineering, Contact Centre, Hospitality, Tourism and Māori Tourism
February–April 2023



Memorandum of Collaboration

Signed with Independent Tertiary Education New Zealand

6 April 2023

Signed with the New Zealand Defence Force

16 May 2023



Pacific Talanoa webinar series
28/30 June 2023

2023

Initial Investment Advice on themes for investment provided to the Tertiary Education Commission
21 December 2022

Full Investment Advice provided to the Tertiary Education Commission, building on thematic advice provided in December
6 April 2023



Q&A with QA webinar series for providers about pre and post moderation
May–June 2023

National Moderation Plan published which is how Ringa Hora ensures that ākongā have met the required standard when they are awarded a skill standard, qualification or credential.
21 December 2022

Ohu Ahumahi WDC Pacific staff fono

6–7 March 2023

He tirohanga At a glance

We represent the Service sector, which is essential to the New Zealand economy:

10
Industries

- Aviation & Airport
- Business & Professional
- Cleaning
- Contact Centres & Industry Support
- Financial & Advisory
- Government, Defence & Security
- Hospitality & Food
- Real Estate & Rental
- Retail & Distribution
- Tourism & Travel

946,000

people employed by the Service sector in 2022 – over one-third of all workers in New Zealand.

\$109b+

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

306,000

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

Ngā kaimahi Our team



49

Staff members

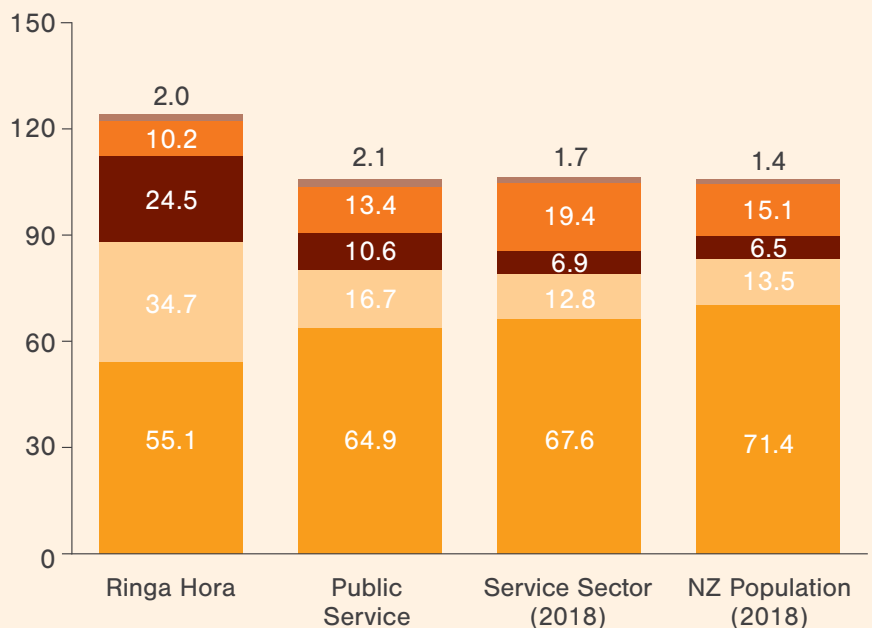


9

Board members

Ethnicity

European Māori Pacific Asian MELAA



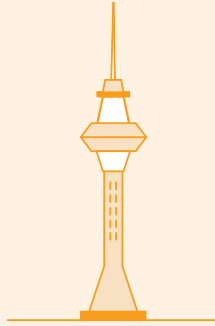
*source of data - infometrics sector profile - Census summary

Kaimahi location



51%

Wellington



18%

Auckland



31%

Remote

Our impact:

Quality Assurance and Qualification development



Qualifications reviewed



Standards reviewed



Programme endorsement applications processed



Assessments pre-moderated



Assessments post-moderated

Engagement

850+

engagements with organisations across our industries and communities

159

engagements with providers

10

industry hui

Strategy and Advice



formal research, advice and project reports prepared for TEC and industry

Te Mana Whakahaere me ōna Haepapa

Governance and accountability



Hinerangi Edwards ONZM – Chair

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

Hinerangi has previously held governance roles with several other organisations, including being the Māori Language Commissioner, a councillor at Western Institute of Technology (WITT), a board member of Parininihi ki Waitotara, and a trustee for several charitable trusts. She has a career planning and employment background and was a national public sector moderator for 10 years.

Hinerangi was reappointed to the Ringa Hora Services Council as chair by the Minister of Education in June 2023 for a 3-year period.



Jamie Williams – Deputy Chair

Jamie Williams (Ngāti Kahu, Ngāti Kahungunu, Ngāti Porou) is chief executive and founder of Kāpura, a Te Whanganui-ā-Tara Wellington-based hospitality business with 40 venues covering restaurants, events and catering. Kāpura employs nearly 1000 people and has been in the top 10 of the Deloitte Fast 50 'masters of growth' category every year for the past 5 years.

Jamie is a committee member of Te Awe Te Whanganui-ā-Tara Wellington Māori Business Network and operates his business under Māori tikanga principles of manaakitanga | hospitality, kotahitanga | unity and whanaungatanga | connection. Jamie has a focus on giving back to the community. During the COVID-19 lockdown in 2020, Kāpura's vulnerable food response delivered over 220,000 meals to Wellingtonians in need.

Jamie has decided not to seek a second term with Ringa Hora. We are incredibly grateful for his service and sage advice.²



Alastair Carruthers CNZM

Alastair Carruthers is the co-founder and director of Homeland NZ Enterprises, a restaurant, cooking school and food embassy based in Tāmaki Makaurau Auckland. He is chair of Television New Zealand and the New Zealand Film Commission. Alastair is also a trustee of Cornwall Park and has been chair of the Allpress Espresso group, co-chair of Te Papa Foundation, chair of the NZ Arts Council and its investment board, and a member of supervision boards for the Ministry of Transport and Stats NZ. He has also participated in a Ministerial policy task force concerning philanthropy and taxation.

Alastair was a member and former chair of the Services WDC interim Establishment Board and a former council member and interim chief executive of Unitec. He was Commissioner of the official NZ exhibition at the 2017 Venice Biennale of Art. He has over 20 years of prior experience as the chief executive of two leading NZ corporate and commercial law firms.

2. A new deputy chair has not been appointed



Dan Te Whenua Walker

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

Dan is the deputy chair of NZ Māori Tourism, Pou Tuarā of Te Rūnanga o Ngāti Ruanui, director of the Centre for Social Impact, and chair of Whānau Mārama Parenting Charity and a variety of community trustee roles around Tāmaki Makaurau Auckland.

Dan was appointed to the Ringa Hora Council in June 2023 to replace Jamie Williams.



Hinurewa te Hau

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

Hinurewa was a member of the interim Establishment Board for the Creative, Cultural, Recreation and Technology (Toi Mai) WDC. Her past governance experience includes chairing the Tāmaki Makaurau Auckland Matariki Festival Trust, as well as being the founder and director of the Matariki Cultural Foundation. Hinurewa also chairs the World Music Pan Indigenous Network, representing over 34 countries.

Previous board positions Hinurewa has held include Q Theatre Limited and the Otamatea Pioneer and Kauri Museum based in the Kaipara. She has also recently been appointed as a director to the board of Auckland Unlimited.

Hinurewa is taking leave from the Ringa Hora Council in 2023 to participate in the upcoming general election.



Fonteyn Moses-Te Kani

Fonteyn Moses-Te Kani (Ngāti Porou, Ngāti Maniapoto, Ngāi Tahu, and Tūhoe) is Poutiaki - Director, Māori strategy and indigenous inclusion at Westpac New Zealand. She is also a director of Te Waiu O Aotearoa Trust and Tui Trust and co-chair of - Tāwhia – the Māori Bankers Rōpū. She has over 30 years of experience working with Māori and iwi businesses, Māori land collectives, and community development.



Jill Hatchwell

Jill Hatchwell was chair of the interim Establishment Board for the Services WDC. She sits on several boards, including the Civil Aviation Authority, WellingtonNZ, and listed companies Promisia Healthcare Ltd and Chatham Rock Phosphate Ltd.

Jill was previously a shareholder and director of Vincent Aviation Ltd, one of Aotearoa New Zealand's largest, privately owned international airlines and is a director of AOC-holder Air Ops (a member of Aviation New Zealand, the Industry Association) and several private companies.

Jill was re-appointed to the Ringa Hora Council by the Minister of Education in June 2023 for a 3-year period.



Maxine Gay

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

Maxine was a member of the Services WDC interim Establishment Board and the WDC Design Reference Group. She is a former director of ServiceIQ, the Industry Training Organisation for the Service sector, and was previously a director for Retail Institute, the Industry Training Organisation for Retail.



Loren Heaphy

Loren Heaphy (Te Atiawa) is the General Manager of Destination and Attraction at ChristchurchNZ. She has previously held roles in several organisations in the tourism and events sector, including ATEED, Ngāti Whātua Ōrākei, Nelson Tasman Tourism, Nelson Marlborough Institute of Technology and World of Wearable Arts (WoW).

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



Paul Retimanu

Paul Retimanu is the managing director of Manaaki Management Ltd, which operates Karaka Café as well as three prestigious function centres in Te Whanganui-ā-Tara Wellington. Paul is the vice president and national board member of Hospitality NZ, as well as president of the Te Whanganui-ā-Tara Wellington branch of Hospitality NZ. He also serves as a board member of WellingtonNZ and the Te Ara Mahi Māori Reference Group.

Paul is chair of the Pacific Island Business Development Trust Board (PBT) and the Te Whanganui-ā-Tara Wellington Pacific Business Network. He is deputy chair for Te Awe Māori Business Network and the Vulnerable Support Charitable Trust (Take10 Initiative). Paul has previously served as the chair of Wellington College and as a board member of the Te Whanganui-ā-Tara Wellington Regional Economic Development Plan Steering Committee.



Councillor	Other Roles	Start date of appointment	Term of appointment	Council fee received (\$)	Council meetings attended	Appointed by
Hinerangi Edwards	<ul style="list-style-type: none"> Council Chair Member of Finance, Audit, and Risk Sub-committee Member of the People, Culture and Capability Sub-committee Member of Pacific Fono Member of Te Kāhui Ahumahi 	11 June 2021	15 June 2026	60,000	Attended 15 of 15 Council and Sub-committee meetings with an overall attendance rate of 100%	Ministerial appointment (Second term)
Alastair Carruthers	<ul style="list-style-type: none"> Member of Finance, Audit, and Risk Sub-committee 	7 July 2021	1 September 2025	25,000 ³	Attended 12 of 15 Council and Sub-committee meetings with an overall attendance rate of 80%	Ministerial appointment (Second term)
Jill Hatchwell	<ul style="list-style-type: none"> Chair of Finance, Audit, and Risk Sub-committee 	11 June 2021	15 June 2026	30,000	Attended 15 of 15 Council and Sub-committee meetings with an overall attendance rate of 100%	Ministerial appointment (Second term)
Paul Retimanu	<ul style="list-style-type: none"> Chair of Engagement Sub-committee Member of Pacific Fono 	11 June 2021	10 June 2024	30,000	Attended 9 of 9 Council and Sub-committee meetings with an overall attendance rate of 100%	Ministerial appointment
Jamie Williams	<ul style="list-style-type: none"> Council deputy chair Chair of People, Culture and Capability Sub-committee Member of Te Kāhui Ahumahi 	11 June 2021	10 June 2023*	34,375	Attended 11 of 13 Council and Sub-committee meetings with an overall attendance rate of 84.62%	Council appointment
Loren Heaphy	<ul style="list-style-type: none"> Member of Engagement Sub-committee 	7 July 2021	30 June 2024	30,000	Attended 6 of 9 Council and Sub-committee meetings with an overall attendance rate of 66.67%	Council appointment

*Mr Jamie Williams has left the Ringa Hora Council after opting not to seek a second term with the Council

3. Entitled to \$30,000, however only \$25,000 invoiced during period covered

Councillor	Other Roles	Start date of appointment	Term of appointment	Council fee received (\$)	Council meetings attended	Appointed by
Maxine Gay	<ul style="list-style-type: none"> Member and then chair of People, Culture and Capability Sub-committee 	7 July 2021	30 June 2024	30,000	Attended 13 of 13 Council and Sub-committee meetings with an overall attendance rate of 100%	Council appointment
Hinurewa te Hau	<ul style="list-style-type: none"> Member of Finance, Audit, and Risk Sub-committee Member of Pacific Fono Member of Te Kāhui Ahumahi 	7 July 2021	30 June 2025**	25,000	Attended 12 of 15 Council and Sub-committee meetings with an overall attendance rate of 80%	Council appointment (Second term)
Fonteyn Moses-Te Kani	<ul style="list-style-type: none"> Member of Finance, Audit and Rise Sub-Committee 	1 September 2022	1 September 2025	25,000	Attended 5 of 7 Council meetings with an overall attendance rate of 71.43%	Council appointment
Dan Walker		15 June 2023	15 June 2026		No Council meetings held between 15–30 June 2023	Council appointment

**Ms Hinurewa te Hau is currently on leave from Council to participate in the October General Election



Te Kāhui Matua Leadership team



Kari Scrimshaw – Chief Executive

Kari, our chief executive, possesses a deep-rooted commitment to the Service sector. Kari's professional journey commenced in the hospitality industry. Over the years, Kari has held various operational and consulting leadership positions spanning the Service sector in the United Kingdom, the United States, and Asia. Upon relocating to Aotearoa New Zealand in 2010, Kari's focus shifted primarily to government-related endeavours, specialising in establishing new entities.

As the chief executive of Ringa Hora Services WDC, Kari is immersed in an area she holds a passion for—fostering the untapped potential of individuals within the workplace. In addition to enhancing the capabilities of the team at Ringa Hora to better serve industry, Kari thrives on collaborating with diverse organisations and communities to effect transformative change within the vocational education sector.

While Kari's formative years were spent in Australia, she was raised with Norwegian heritage (takk til min mor). Kari lives in Te Whanganui-ā-Tara Wellington with her husband, Michael, and their two children. Endeavouring to offset her misspent youth, Kari wholeheartedly embraces sustainable practices, such as second-hand purchases, waste reduction, and supporting local sustainability initiatives – although the gas heating in her home remains a work in progress.



Ben Ngaia – Poumatua

Ben's decision to join Ringa Hora stems from his deep appreciation for the organisation's vision and kaupapa | purpose and its aspirations for the betterment of Aotearoa New Zealand. Recognising that our kaimahi | employees lie at the core of our organisation, Ben firmly believes that the quality of our mahi is a testament to the values, skills, and unwavering commitment demonstrated by our people. The invaluable knowledge and experiences gained from working alongside the kaimahi have instilled within him a sense of enthusiasm for the ongoing Ringa Hora journey.

With a primary passion for Te reo Māori and tikanga, particularly in relation to his people, Ben has consistently aligned his professional career with mātauranga Māori. Ben's diverse roles have encompassed te reo Māori education publishing organisations, tertiary providers, government education entities, and post-treaty settlement trusts. This unwavering dedication to mātauranga Māori has been a guiding force throughout his professional journey.

Originally hailing from Waikanae and proudly affiliated with Te Āti Awa, Ben spent much of his life in the Te Whanganui-ā-Tara Wellington region before settling in Te Awamutu. Ben is happily married to Mania, and they are blessed with two sons, Te Rongomau and Te Waiaruhe. In his leisure time, Ben indulges in sports and fitness activities, maintaining a regular exercise regimen and frequently engaging in running. He also enjoys spending quality time at the RSA with his whānau and friends, relishing watching rugby matches together.



Leo Shen – General Manager, Strategy & Advice

Leo brings a wealth of experience to Ringa Hora, having previously served in leadership positions across public and private sectors. Leo's extensive background in strategy, public policy, co-design, and data analytics, combined with his retraining as a service and system designer, has significantly influenced his perspective on public policy and underscored the importance of creating value-added solutions for communities.

Leo is deeply invested in translating grand strategic visions into efficient processes that yield desired outcomes. He embraces the challenge of consolidating valuable insights from diverse industries and channelling them into relevant skills and education policies, with a particular focus on enhancing outcomes for all ākonga | learners, especially priority ākonga such as Māori, Pacific peoples, and Tāngata whaikaha | people with disabilities.

Originally from Taiwan, Leo now lives in Tāmaki Makaurau Auckland with his wife and three children. In his spare time, you may find him indulging in his passion for fishing, venturing out on his kayak to the Rangitoto channels during the early morning hours, or chauffeuring his children to weekend sports activities.



Mel Harrington – General Manager, Partnerships & Engagement

Mel has an impressive 24-year-long career in the public service, encompassing a wide array of roles, ranging from frontline service delivery to senior management. This diverse experience has equipped her with a rich skill set and expertise that she now brings to her position as the General Manager of Partnerships and Engagement.

In her role, Mel is invigorated by the opportunity to drive change and fulfil the promises outlined by the Reform of Vocational Education, particularly in addressing the existing inequities within the education system and meeting industry needs. Her deep commitment to creating a fair and inclusive educational environment fuels her determination to make a lasting impact.

Hailing from the villages of Sinamoga and Vaivase in Samoa, Mel lives in Wainuiomata with her husband and two children. Outside of her professional pursuits, Mel finds solace in the outdoors, experiencing adventures in the hills with her aiga | family.



Te Oho Reedy – General Manager, Qualifications & Quality Assurance

With 22 years of experience in the qualifications space, Te Oho brings a wealth of expertise, particularly in the National Qualifications Framework (NQF) and the New Zealand Qualifications Framework (NZQF). Her extensive education background has equipped her with a deep understanding of these frameworks and their intricacies.

Te Oho eagerly embraces the opportunity to collaborate with NZQA on the review of the New Zealand Qualifications Framework. She is driven by the belief in the transformative power of tertiary education and its ability to positively impact individuals and their families. Her ultimate goal is to contribute to the development of a more flexible, inclusive, sustainable, and adaptable education framework that fosters success for all ākonga and effectively serves various industries.

Although born in Te Whanganui-ā-Tara Wellington, Te Oho spent her early schooling years in Ōtautahi Christchurch and Ōtepoti Dunedin. She now lives back in Te Whanganui-ā-Tara Wellington with her husband and their parrot named Quinn. Outside of her professional endeavours, she finds joy in spending quality time with her loved ones, embarking on road trips, indulging in documentaries, and engaging in gaming. You may also catch her looking to enhance her fishing skills and cultivate her gardening abilities.

Ō Mātou kaimahi Our kaimahi



Leigh Maddock-Paine, Quality Assurance
Manager, Te Whanganui-a-Tara

Advancing our workforce: Building teams, embracing diversity

In line with our strategic priority for 2022/23 of 'Building a high-performing team', we have remained committed to hiring, onboarding, and developing our teams across Ringa Hora. As of June 2023, our total headcount reached 49 kaimahi | employees, a significant growth from our initial team of 14 when we first established, and 35 at the end of last year.

Throughout the year, we encountered some attrition, resulting in an annualised turnover rate of 23% by June 2023. Departing employees had a variety of reasons for their decision, including our first retirement, new job opportunities, as well as a recurring theme of individuals realising that the job or working environment did not align with their expectations. We recognise that joining a start-up entity with limited structure and processes can present challenges for some, and we are actively working to address this. Our aim is to provide clearer expectations of what it's like to work at Ringa Hora to candidates from the outset and to enhance our onboarding process for new kaimahi.

A crucial milestone: Completing our leadership team

In October 2022, we successfully filled the crucial role of Poumatua, marking a significant milestone for our organisation. With the addition of Ben Ngaia, our leadership team finally came together, ready to steer Ringa Hora towards its goal of better serving the Service sector.

Many of our roles were filled using a wānanga | forum approach, a methodology first piloted by the Toi Mai WDC. This approach brought shortlisted candidates together in a room, allowing them to share more about themselves, their values, and their vision for the role. Although we were unable to offer positions to all candidates, it has been a privilege to engage with such a talented pool of individuals. We extend our gratitude to everyone who generously dedicated their time and expressed interest in working with Ringa Hora over the past year.

Celebrating diversity and fostering support

Our team continues to flourish in terms of diversity, and we consider ourselves fortunate to have the support of both the Kaimahi Māori and Pacific kaimahi forums across Ohu Ahumahi WDCs. The collaborative efforts and perspectives shared within these forums contribute to our inclusive and vibrant environment and enable us to walk alongside these communities in developing culturally relevant qualifications and workforce advice for our sector.

We remain dedicated to cultivating a workforce that reflects the richness of our communities and promotes a culture of belonging. We value each team member and their unique contributions, as together, we strive to fulfil our vision of a thriving and diverse Ringa Hora.

Embracing our Ngā Uara | Values: Guiding our transformational work

At Ringa Hora, our Ngā Uara | values serve as the bedrock of everything we do. As we continue to evolve as an organisation, we have deepened our understanding of Ngā Uara and how they underpin and support our mahi. A review of Ngā Uara was undertaken as we refreshed our commitment to working alongside kaimahi for the continued development of our foundational values.

In April, we conducted our first employee Culture and Engagement Survey, and we were delighted to see that over 95% of our kaimahi took the time to share their thoughts on our culture and working environment at Ringa Hora. The results revealed an engagement score that was in line with the New Zealand benchmarks, indicating a positive level of engagement within our organisation.

The survey results illuminated a culture deeply aligned with the values of service. An overwhelming 95% of our kaimahi expressed feeling supported by their colleagues, highlighting the strong sense of camaraderie within our teams. Additionally, 93% of our kaimahi appreciated the flexibility offered by their roles, recognising the importance of work-life balance.

It was also encouraging to learn that 82% of our kaimahi would recommend Ringa Hora as a great place to work. This endorsement reflects the positive experiences and strong sense of belonging that our employees have found within our organisation.

One of our core commitments is to give effect to te Tiriti o Waitangi, and it was heartening to discover that 91% of our kaimahi believe in the genuine effort we put into fulfilling this commitment. This demonstrates our collective dedication to upholding the principles of partnership, participation, and protection as we serve our communities.

As a start-up organisation, we acknowledge that our journey comes with its own set of challenges. The survey results indicated lower scores in areas such as mahi distribution among kaimahi and collaboration across the wider Ringa Hora.

These findings are not unexpected, given that over half of our organisation has been with us for a year or less. We are still in the process of building capabilities and developing a deeper understanding of our roles and how to excel in them.

We extend our heartfelt gratitude to our kaimahi for their active participation in the survey, their dedication to our shared purpose, and their contribution to shaping the culture and future of Ringa Hora. Together, we will forge ahead on our transformational journey, anchored by Ngā Uara and empowered by the collective commitment of our team.



Jenny Connor, Workforce Strategy Manager,
Real Estate Industry hui, Tāmaki Makaurau

Te Whakamana i Te Tiriti o Waitangi

Give effect to Te Tiriti o Waitangi and support Māori-Crown relations



Upholding te Tiriti o Waitangi: Strengthening commitments

At Ringa Hora, we are committed to fostering an authentic connection with te Tiriti o Waitangi. To do this we have been guided by Te Herenga Kura, the collaborative Amokura-Manukura-Poumatua leadership group. This group, which includes the Ringa Hora Poumatua, Ben Ngaia, as a key operational sponsor, has been pivotal in shaping the vision and methodology of our initiatives relating to te Tiriti o Waitangi.

Under Te Herenga Kura, a Tiriti o Waitangi framework has been designed that will underpin all Ohu Ahumahi WDC activities, enabling us to give effect to te Tiriti o Waitangi and support Māori-Crown relations. At the heart of this mahi is innovation, critical thinking, shared learnings, and the continuous enhancement of commitments and plans related to te Tiriti o Waitangi.



Sione Niupalau, Kāiarahi Māori - Qualifications and Quality Assurance at Māori Tourism Hui, Tangatarua Marae, Rotorua

While this journey is ongoing, there is already strong alignment with this mahi and the way Ringa Hora is progressing mahi across its key areas of Strategy and Advice, Partnerships and Engagement and Qualifications and Quality Assurance. This includes:

- **Strengthening team capability:** We are committed to embracing and implementing Te Ao Māori perspectives in our core operations by recruiting team members who resonate with our vision.
- **Forging authentic partnerships:** Our aim is to build enduring relationships with hapū, iwi, and various Māori organisations, ensuring the genuine incorporation of Māori perspectives in our organisational strategies and advice.
- **Incorporating mātauranga Māori approaches:** We are devoted to integrating authentic mātauranga Māori perspectives in our qualification system product designs and quality assurance processes.
- **Enhancing Māori cultural capability:** Opportunities are continually developed within Ringa Hora to address complexities regarding equity, engagement with Māori stakeholders, and the incorporation of Māori perspectives in organisational priorities.
- **Embracing Te Reo Māori me Ōna Tikanga:** We are ensuring the appropriate incorporation of Te Reo Māori me Ōna Tikanga practices into our operational activities.

These initiatives enable us to develop confidence that we are heading in the right direction and that ultimately, we will become an organisation where te Tiriti o Waitangi is authentically woven into the fabric of our operations.

Revitalising the Ngā Uara framework and tohu: Embracing our values

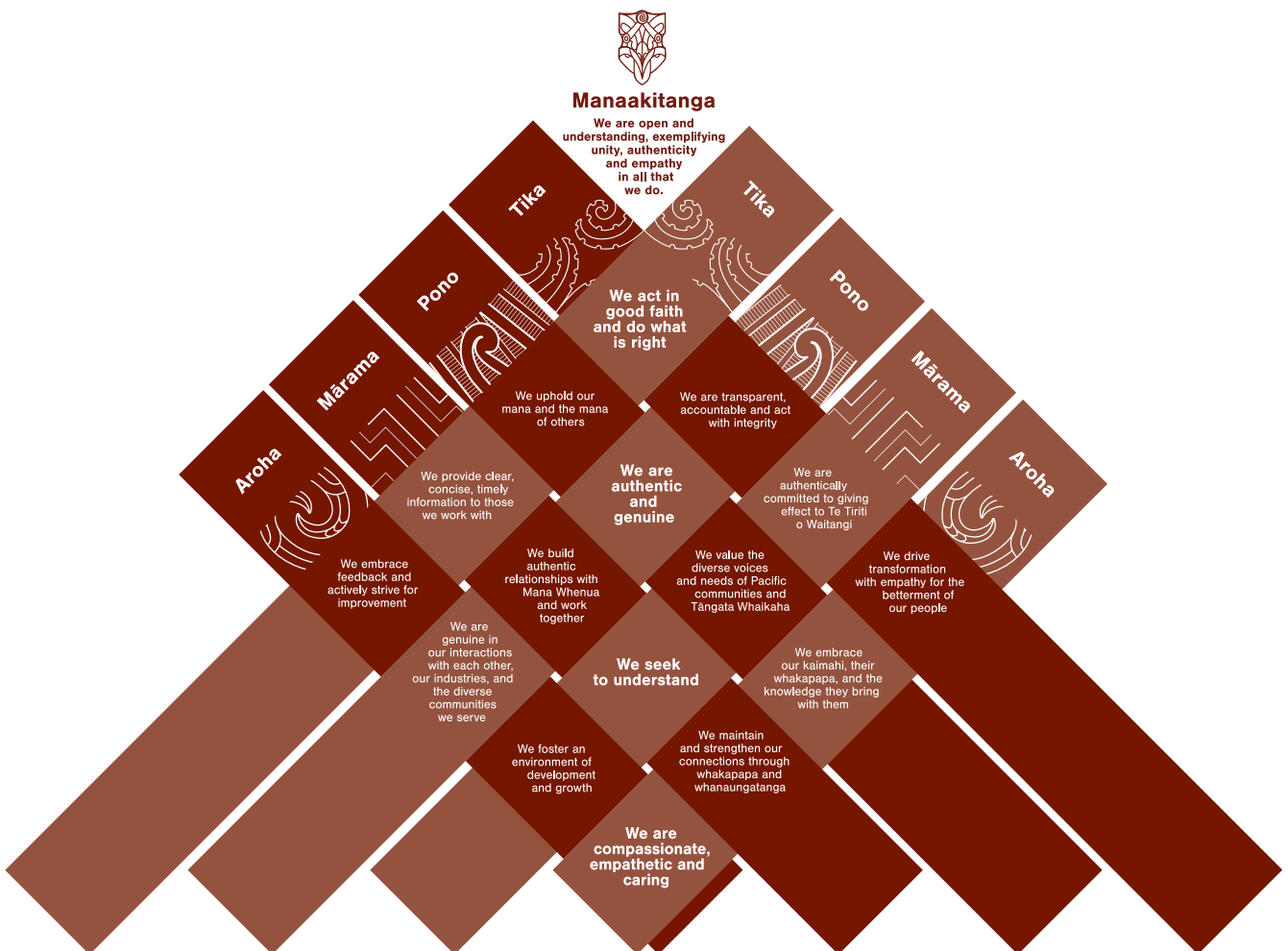
As we continue to evolve, we recently embarked on a survey and hui with our kaimahi | employees to capture their views and feedback on Ngā Uara. The insights gained from this collaborative endeavour have been invaluable in shaping our understanding of who we are as an organisation and what we aspire to represent. The significance of this process was to ensure that the values descriptors for Ringa Hora were still relevant and truly reflected current organisational perspectives, more than 20 months into our journey.

The original Pou Tikanga Ngā Uara framework was established by the interim Establishment Board of Ringa Hora in November 2021, shortly after the

organisation’s naming and formal establishment in October of the same year. Incorporating kaimahi feedback, followed by extensive review and analysis, we have further refined and strengthened our Ngā Uara descriptors.



Scan to view:
Ngā Uara framework at a larger scale



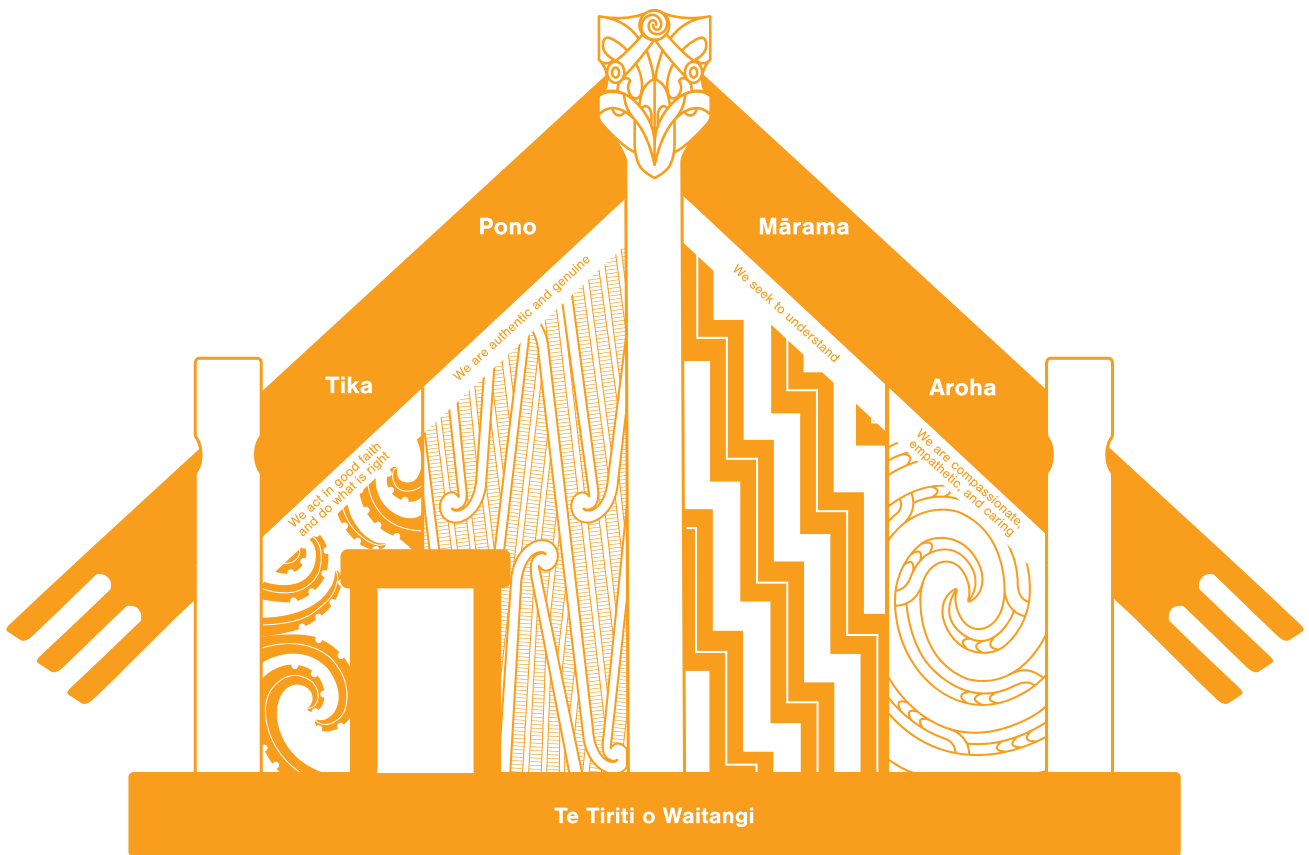
To visually convey the essence of Ngā Uara, our new design of a whareniui | meeting house will embody the distinctiveness of Ringa Hora.

While still in the process of shaping our whare, the design will be a 2D abstract representation, with the maihi | bargeboards symbolising the outstretched arms of service and the raparapa | pattern visually

representing hands. Manaakitanga is positioned as a central element in framing Ngā Uara, representing the embodiment of the Service sector’s duty of care and commitment to serving others. Furthermore, the design symbolically highlights the influence and interconnectedness of these values with our te Tiriti o Waitangi kaupapa | living framework.

Manaakitanga

We are open and understanding, exemplifying authenticity and empathy in all we do





Unleashing the potential of Māori Tourism: A transformative hui

In March, Ringa Hora hosted our inaugural industry hui for Māori tourism at Tangatarua Marae in Rotorua. This event brought together key voices from within the tourism industry, providing a space for whakawhanaungatanga | creating connection and wānanga | forum centered discussions around the realm of Māori tourism.

The hui was attended by a diverse range of industry representatives, training providers, associations, and government agencies. Key kaupapa | intent for the hui was the opportunity for Māori attendees to steer the kōrero, ensuring their perspectives were at the forefront. Our discussions primarily revolved around two key questions: What does the future hold for Māori tourism and how can we ensure our stories and taonga | treasures are cared for by future generations? Through these dialogues, Ringa Hora sought to gain a deeper understanding of the current challenges and opportunities within the Māori tourism sector, with a particular focus on supporting the future Māori tourism workforce.

The kōrero encompassed a wide range of topics but highlighted the need for an industry based on strong values, flexibility in navigating international and domestic markets, and the creation of meaningful and connected experiences. Additionally, attention was given to attracting skilled kaimahi, enhancing existing strategies that work for Māori, and fostering meaningful relationships with training providers. One of the strategies we explored was how caring for taonga, such as stories, has the potential to attract whānau home to connect with their whakapapa.

Overall, the kōrero provided insights on nurturing, maintaining, and expanding relationships within Māori tourism networks. It enabled us to hear from a wide range of voices across the Māori tourism industry. These discussions will play a vital role in shaping and informing our Industry Action Plans (IAPs) to better respond to the needs of the tourism sector. The IAPs will detail challenges and approaches across the Service sector but also provide distinct focus on industry-specific requirements, ensuring that the unique needs of Māori tourism are effectively addressed.



Ben Ngaia, Poumatua, and Camilla Karehana, Strategy Advisor Māori, at Māori Tourism hui, Tangatarua marae, Rotorua

Building bridges: Connecting with Kura Kaupapa through vocational pathways

Ngā Taiātea Wharekura in Kirikiriroa Hamilton and Hoani Waititi in Tāmaki Makaurau Auckland extended their invitations to Ringa Hora earlier this year, inviting us to participate in two career expos. These opportunities allowed us to connect with taura | students, showcasing our mahi in the diverse training and vocational sectors.

The two expos embraced different approaches, offering distinct environments for interaction. At Ngā Taiātea, participants had the option to immerse themselves in the wharehau | meeting house, an exclusive te reo Māori zone where we actively chose to engage. This setting allowed us to reciprocate by offering koha to the wharekura | school and engage directly with the taura.

To gain insights into the needs and aspirations of the taura, we conducted a survey that involved 79 participants. Presented in both te reo Māori and English, the survey encompassed a range of questions that sought to understand the industries within Ringa Hora that taura saw themselves in, their career aspirations, and the barriers they faced in achieving their goals. Common responses regarding industries of interest included business services, hospitality, and aviation. The survey also revealed that taura prioritised finding mahi opportunities that offered on-the-job learning and the ability to support their whānau.

At Hoani Waititi, Ringa Hora collaborated with ServiceIQ and the Māori Banking Network, sharing a tent to collectively showcase our services. The inclusion of ServiceIQ was pivotal, as they hold a comprehensive range of pathway qualifications and serve as a gateway to many of the industries within Ringa Hora, particularly in the field of hospitality. Participating in these career expos provided us with a valuable opportunity to network with industry qualifications providers and amplify our presence within the vocational education landscape.

For Ringa Hora, the ultimate goal in this space is to be invited to sit at the table of Te Rūnanga Nui o ngā Kura Kaupapa Māori o Aotearoa—the national governing body for Kura Kaupapa Māori. Establishing a meaningful relationship at the Te Rūnanga Nui level requires dedicated effort and collaboration. We have submitted our tono | request and are currently engaged in discussions that we anticipate continuing not only this year but also in the years to come.

Te Ārahitanga ō ngā Ahumahi Be industry led



Industry hui and key engagements

At Ringa Hora, we understand the significance of cultivating robust networks and fostering strong relationships with industry, iwi, and hapū. We have continued to seek new industry insights and expand our understanding, including engaging with groups where data may be less readily available. These connections have guided our investment advice and informed our strategic workforce development planning. Through ongoing engagement, consultation, and collaboration, we aim to create a future-ready Service sector that empowers individuals, drives industry growth and aligns with the evolving needs of our dynamic workforce.

Forging strong partnerships: Connecting and collaborating for success

Our Partnership and Engagement Plan for the year 2022/23 served as our blueprint for partnering and engaging with industry stakeholders, collaborators, and key parties. This plan outlined our commitment to establishing meaningful connections, raising awareness about our organisation, adding value, and supporting the Service sector. We firmly believe that building trust and cultivating enduring, sustainable relationships is built upon the principles of whanaungatanga | connection and finding common ground.

This year, we continued to strengthen our engagement, conducting 852 interactions, with at least 294 different organisations, across our ten industry portfolios and beyond.

These interactions encompassed a wide range of discussions and consultations about workforce needs, providing us with insights from a diverse range of perspectives.

Recognising that partnership and engagement are not one-size-fits-all endeavours, our tailored approach aligns with the kaupapa | purpose, target audience, and the significance of the topic at hand. Our focus remains firmly on our aspirational state, striving for positive outcomes and mutual benefit. We recognise and cherish the mātauranga | knowledge of Māori, iwi, and hapū, integrating their wisdom into our engagements.



Security industry hui, Tāmaki Makaurau



Contact Centre industry hui, Tāmaki Makaurau

Fostering collaboration: Industry hui shaping the future

We hosted ten industry hui that were platforms for industry associations, organisations, union members, and education providers to come together and delve into the specific workforce opportunities and challenges facing their respective industries. Through discussions, we have explored possible solutions to shape the future of these industries.

With over 160 passionate attendees dedicating their time and expertise, these industry hui became forums for exchanging valuable insights. Some of the prominent themes that resonated during the hui included:

- Real-life experience: The importance of providing rangatahi | young people with targeted training and employability skills to facilitate a seamless transition into the world of mahi.
 - Promoting career opportunities: Emphasising the value and diverse range of industry sectors within Ringa Hora while actively encouraging individuals to explore these rewarding pathways.
 - Collaboration across industries: Recognising the interconnectedness of various industries and fostering a deeper understanding of their interdependencies within the vocational education system.
 - Te Ao Māori engagement: Creating opportunities for kaimahi | employees to engage within a Te Ao Māori context, promoting cultural understanding and inclusivity.
 - Flexible and adaptable training: Responding to the evolving needs of industries by offering training that is flexible, adaptable, and responsive to current and future requirements.
- Technology-driven qualifications: Ensuring that qualification development reflects the rapid changes in technology, enabling ākonga | learners to acquire the necessary skills for the digital era.
 - Supportive study policies: Encouraging employers to implement study policies that allow ākonga to dedicate regular time towards their studies without compromising their annual leave or financial stability.

Insights gained from the industry hui have helped to inform our strategic direction and shape how we develop initiatives and programmes. We value the collaborative spirit and contributions of all participants, as their perspectives and expertise are vital in guiding our actions.

“Awesomeness in action, please keep the momentum.”

Barfoot and Thompson, Real Estate



Real Estate industry hui, Tāmaki Makaurau



Our first Workforce Development Plan

The inaugural Workforce Development Plan was released in late August 2022. It placed a spotlight on the diverse composition of our Service sector kaimahi, acknowledging the unique contributions and perspectives of Māori, Pacific peoples, women, Tāngata whaikaha | people with disabilities, and rangatahi. Additionally, we examined the state of vocational education within the Service sector, providing snapshots of our ten industry groupings. By exploring the major factors shaping the sector, we identified key trends, challenges and opportunities.

The 2022 plan set the stage for collaboration and co-creation. Recognising the importance of industry input, we extended an invitation to engage and contribute to the full plan, which will be produced in 2023.

Since the inaugural plan's release, we have been working to deepen our understanding of workforce resilience and mobility. This has involved gathering more detailed data on tertiary education and intensifying our engagement with industry stakeholders through hui and other collaborative efforts. The insights gained along with industry-specific actions and real-life stories, have propelled us towards the development of a more refined and impactful 2023 Workforce Development Plan.

Industry action plans underway

Building upon the foundation laid by the 2022 Workforce Development Plan, we have crafted Industry Action Plans for each of our ten portfolios. Ohu Ahumahi WDCs act as industry's champion to make the education system more useful for industry, and the businesses and employees in those industries. We also work with industry to help solve other challenges that may be preventing them from getting the workforce they need. These action plans, therefore, serve as strategic roadmaps, designed to identify and implement tangible steps for industry and vocational education to adapt and thrive within an ever-changing landscape of work.

A collaborative journey: Partnering with the New Zealand Defence Force

We recognise the importance of developing and credentialing the right skills within Aotearoa New Zealand workplaces. To ensure alignment between workforce needs and qualifications, we have entered into a significant Memorandum of Collaboration (MoC) with the New Zealand Defence Force (NZDF) over the past year.

Supporting an armed force that is ready and able

All six Ohu Ahumahi WDCs signed a MoC with the NZDF, an organisation renowned for its focus on developing its personnel through workplace learning and training. As one of the largest and most versatile training-focused organisations in the country, the NZDF offers a comprehensive range of over 100 vocational qualifications that complement their military and trade training. With an impressive achievement rate of over 90 percent, the NZDF's proven effectiveness in training spans across diverse ethnicities, genders, and communities.

This partnership established a framework for collaboration between the Ohu Ahumahi WDC, including Ringa Hora, to foster productive and valued outcomes in vocational training and education. While Ringa Hora takes the lead role in overseeing the skills development of the defence sector, all Ohu Ahumahi WDC are actively involved due to the broad range of qualifications sought by NZDF personnel.

By signing the MoC with the NZDF, we ensure a coordinated approach to vocational education planning. This encompasses various aspects such as qualification development, credential and standards design, program endorsement, and rigorous quality assurance processes.

Group Captain Bernadette Pothan, the Commander of the New Zealand Defence College, emphasised the significance of this partnership to ensure continued access to qualifications for NZDF personnel. She highlighted that while the alignment of qualifications to defence training supports the NZDF in fulfilling its operational responsibilities, it also fosters the development of lifelong ākongā who actively seek future qualification opportunities.



Financial & Advisory

Dylan Mann, Director, The Advice Hub

Talking to Dylan it becomes apparent that he sees lived experience as almost more valuable than skills on a CV. It contributes to growing a culture of purpose and cultivating financial advisors who can adapt their skills to connect and support local communities. In turn, this builds an organisation driven to help as many people as possible.

“I left New Zealand when I was 18 as a chef and went to visit family in Australia. After four more years as a chef, I realised I was a good chef, but my calling was accounting and finance. So, I studied to be a financial planner. AMP was the only company that [was] taking on new people at the time, but after 4 nos at AMP in different states, I finally found out what they were looking for. I applied again and became a financial advisor and went to the Academy of Financial Planning. I came out the other side, and for six months I had no idea what to do.”

Dylan points to the training gap between completing qualifications and applying that knowledge to build enough of an understanding to succeed at work. He explains that there needs to be elements of work-based training in a real work environment, or at least simulations, to get ākongā properly prepared for transitioning successfully into the workplace.

After gaining career experience in Australia and returning to Aotearoa New Zealand, Dylan noticed there were distinct ways he could adapt and apply his Australian industry knowledge that could get him ahead of the local industry curve.

“When I came home and looked at the state of advice and what was available to the consumer, I was horrified. They were 15 years behind the rest of the world.”

Part of his approach to the industry in Aotearoa New Zealand involved pushing for the diversification of investment advice and the importance of proactive compliance as part of modelling good practice. Dylan teaches night classes and emphasises that anyone and everyone who needs financial advice can receive it – disrupting public perceptions that you need wealth before you can access financial services.

“I get satisfaction in helping a family that has no financial stability or direction. Sitting at a coffee table or a dinner table and saying ‘Tell me your problems’ and coming back next week with the answers to these problems. And together, we’ll fix them.”

Dylan’s mentor at AMP was one of the only female financial advisors in the company at the time. Learning from her, he noticed how disparate the gender gap was in the industry. In the same vein, he noticed that not only was his mentor better at retaining client’s long-term, resulting in her becoming more successful than many of her male colleagues, but she also had a large portfolio of women in her clientele. As he went on to teach night classes, Dylan realised how financial literacy is significantly shaped by gender across multiple levels, from the household to the office.

Ringa Hora’s future focus for the financial service sector is to

- Identify providers that deliver to diverse communities, and broker relationships between providers who can deliver to diverse ākongā and industry to support demands.
- Facilitate movement across the industry by improving transparency of pathways by mapping job roles to education, regulatory, licensing, or other relevant requirements.
- Identify barriers to compliance qualifications to investigate increasing accessibility for all.



Te aronui ki ngā takiwā, te āheitanga me te whaitake

Be regionally responsive,
accessible and relevant



Annual investment advice

Our goal is to equip ākonga | learners with the service skills they need so our communities will thrive locally and globally for generations to come. Throughout 2022, we have remained dedicated to championing the needs and aspirations of the Service sector, empowering individuals and businesses in a rapidly evolving landscape.

Ringa Hora has a statutory role in providing investment advice to the Tertiary Education Commission. The annual Investment Advice is a key lever to support the Service sector in achieving long-term, transformative change in the vocational education system. In particular, the provision of Investment Advice helps ensure appropriate resources are directed by the Tertiary Education Commission to areas of need across the challenges and opportunities for industry.



Our Investment Advice published in April 2023 recommended priorities for the 2024 funding year. In developing the advice, we drew on industry insights from our engagement activities, administrative data and research. We worked with the Regional Skills Leadership Groups to ensure the regional priorities were well reflected in our advice. In addition to industry-specific advice and detailed recommendations on programmes, delivery, regional responses, and qualification priorities, where relevant, we recommended the Tertiary Education Commission give effect to the following pan-industry investment priorities:

- Promote transferable foundation and core skills – because of the rapid movement of people across jobs within Service sector and the growing need to lift resilience to future workforce impacts.
- Support the alignment of qualifications – because despite the increasing skills and labour shortages, there has been a decline in graduate uptake of formal vocational training.
- Promote qualifications and credentials tailored to learner's preferred learning environments – because ākonga learn best when they are in environments that support their needs.
- Promote career pathways and career changes – because the world of work will continue to change at an exponential rate and people are increasingly expected to have multiple careers in their working lives.
- Promote transitions into work, because work-based skills are developed best when applied and perfected at work.
- Support flexible, tailored learning options – because of rising skills and labour shortages, both businesses and ākonga are facing increasing demands in their role and the demands of "working in the business" often get in the way of training.
- Support equity outcomes for underserved ākonga because the demand for skilled workers will continue to increase as basic roles are being replaced by automation and AI.

Navigating resilience: Insights from our Service sector research

In the face of the challenges brought about by the COVID-19 pandemic, Ringa Hora recognised the need to understand and support the resilience of the Service sector, with a particular focus on capturing Māori views and experiences. With the support of the Tertiary Education Commission's Workforce Development Council/Transitional ITO COVID-19 Response Projects Fund, we partnered with Te Amokura Consultants and Scarlatti, renowned experts in qualitative and quantitative research methodologies, to conduct critical research in the second half of 2022.

In December 2022, we released our research findings online, presenting a joint report that seamlessly weaves together the insights from both research partners (available at www.ringahora-resilience.nz). Additionally, Te Amokura Consultants and Scarlatti provided independent reports that offer a more comprehensive understanding of their respective methodologies and findings. Scarlatti also developed an interactive data dashboard, enabling us to explore regional workforce distribution by industry group and sub-industry over time. The report by Te Amokura shared the views and experiences of people from a range of iwi and regions.

The research revealed four dimensions of resilience within the Service sector:

- **Interconnectedness:** The Service sector thrives on the connections between people, emphasising the significance of strong networks and relationships.
- **Purpose and values:** A deep sense of purpose and values alignment underpins the choices and experiences of individuals working within the Service sector, providing a solid foundation for their mahi.
- **Mobility:** The Service sector is characterised by a mobile workforce, showcasing the flexibility and adaptability of individuals within the sector.
- **Diversity:** The Service sector is enriched by a diverse mix of people and skills, creating an inclusive environment that harnesses the strengths and talents of various communities.





Retail industry, Good Books Book Store, Te Aro, Wellington

Aviation & Airport

Maatarie Pokai-Marks, JNP Aviation

Maata had set her sights on aviation. However, to get there she needed an income to support her elderly parents and started picking, grading, and carrying kiwifruit. When she became pregnant with her son, she realised she needed to think about financial stability and how she was going to achieve it long-term.

“As a young mum, if I didn’t know there was an opportunity for me at the School of Tourism I would have gone in another direction. I wouldn’t be at the level that I am at now. To be honest, I could have been unemployed.”

The aviation sector was a visible career pathway to Maata in her younger years, enabling her to see and pursue a pathway to enter an industry she could grow within.

“Hidden in my mind was the want to be a flight attendant. I got a scholarship from a young parent course [Teen Parent Education Course Kawerau] to go into tertiary education, so that helped me.

I had to travel to the School of Tourism and I did about a year of training there. I don’t regret going and getting my tertiary qualification purely because of the other knowledge I learned, other experiences I had, like travelling up to Auckland, attending a flight attendant course, and experiencing the training side of things. The support also gave me the drive and determination to carry on.

“I was the top flight attendant student. Unfortunately, I didn’t go to my graduation, purely because I had an interview with JNP Aviation. I got a job that day!”

JNP and Air New Zealand have enabled Maata to work across 16 airports and create countless connections with people across these working environments, an opportunity she hopes will show her family and community new career pathways.

With experience under her belt, the industry has provided Maata opportunities not only for her to succeed in her career, but also for her whānau to enter the aviation workforce.



Maatarie Pokai-Marks, JNP Aviation, Tauranga-Moana



Maatamarie Pokai-Marks, JNP Aviation, Tauranga-Moana

Maata has set her horizon on making her whānau proud and continuing to flourish in aviation by pursuing a pilot's license.

"You don't see many Māori or Pacific pilots. I probably only know one. I gave myself 5 years to go for my pilot's license [and so far] 3 years have gone by. I have 2 years to get something started. You can do it if you put your mind to it. My son is my drive. He is everything. I want to make him and my family proud."

Maata shared the value of having employers and mentors who prioritise growth and bring your full self to your learning and career pathway.

"I guess the knowledge I can also bring to the table [is valuable]. They respect me as a Māori, as a woman, you know, I'm proud of that. JNP gave me confidence in myself [and now] I'm able to showcase that to our workers."

Ringa Hora's future focus for the aviation sector is to

- Identify and act on opportunities in qualification and workplace settings to facilitate alternative career pathways, such as career instructors.
- Highlight the contribution and value of a range of Aviation & Airport roles, including baggage handlers and ground crew.
- Provide mātauranga Māori lens to Ringa Hora product design and quality assurance approaches.

Te Whakaatu i te hiranga i roto i te mātauranga ahumahi Demonstrate excellence in vocational education

Qualification development

Our role is to amplify and project the voice of the Service sector into the vocational education system to align with the current needs and future aspirations of the industries we serve.

Waihangatia te Āmua Ao: Shaping the Future of Service Skills

The Waihangatia te Āmua Ao: Shaping the Future of Service Skills (FoSS) project has been instrumental in identifying the future of credentials and standards within the Service sector. Since its launch in October 2022, we have made steady progress towards our goal of developing short, sharp, stackable credentials that align with the needs and aspirations of our industries. The ability to facilitate a consensus on the outcomes to be included in a qualification across various service industries is a skill that is often underestimated. For FoSS, we are looking to do this across all ten of our industry portfolios. While this process adds to the complexity of consultation and development, there are significant long-term gains.

By establishing a foundation of shared skills, we aim to enhance the overall capability of our Service sector workforce, ensuring consistency and quality across businesses while providing clear pathways for employee growth and development. Consolidating 30 qualifications that currently cover a small number of core but very similar learning outcomes will:

- Make it easier for all ākonga | learners to identify a starting point for their career, or for transitioning ākonga to find a general entry point for a new career.
- Improve efficiencies for providers who can significantly reduce the time and effort required to develop materials and assessment across the nuances contained in 30 qualifications. Instead, they can focus their energies on speed to market and how programmes can be delivered in the work environment and to meet the varied needs of ākonga.
- Be more useful for industries that get a fit-for-purpose stackable and credible qualification base.
- Provide regions, communities, and Aotearoa New Zealand with a transferable qualification from which to fill jobs which are constantly evolving and emerging.
- Reduce the overheads of agencies such as NZQA, the Tertiary Education Commission and Ohu Ahumahi WDCs, who won't have to manage and maintain such a large number of similar qualifications



Aeronautical Engineering, Christchurch



Cleaning industry

The FoSS project has progressed through four key phases. We began with project scoping activities, developing initial concept ideas and conducting an analysis of Level 2 and 3 qualifications to identify common outcomes. This analysis revealed key areas such as professional and ethical behaviour, customer service, communication, personal and interpersonal skills, health and safety, standard operating procedures, teamwork, and problem-solving.

Engagement with industry stakeholders became our primary focus in the next phase. We launched the FoSS project through various channels, including Industry Engagement Hui, a dedicated webpage, drop-in webinar sessions, interviews, and surveys. These activities allowed us to gather insights and perspectives from a wide range of organisations and individuals within the Service sector. While we received valuable input, we recognise the need for further engagement with Māori, Pacific Peoples and Tāngata whaikaha | people with disabilities to ensure their voices are fully represented.

With the gathered feedback and insights, we moved into the development phase, where our qualifications team analysed the information to identify key themes, addressed information gaps, and drafted potential structures for the credentials.

The project is currently in the further consultation and targeted engagement phase. In June 2023, we hosted a series of Pacific Talanoa webinars that provided an introduction to the FoSS project, with a specific focus on its implications for Pacific communities. These webinars aimed to gather input from the Pacific community to ensure that any credential developed by the FoSS project is not only relevant for industry and businesses but also resonates with the aspirations and cultural values of our Pacific peoples. Some of the key takeaways from the Talanoa were to incorporate shared Pacific values in qualifications; encourage providers to prioritise pastoral care and support; and support career pathways and transitions. With 39 attendees over three sessions, we were grateful for the support received from various agencies working in the Pacific space who shared our invitation with their networks.

Hospitality culinary koha

With the aim of reforming the way training works for culinary practitioners, our joint project with Te Pūkenga provided a focused approach to developing qualifications and content for the culinary industry. Culinary Koha developed skill standards for generic skill sets to measure final competence.

Following consultation with Adrian Woodhouse, Food Design Institute, Head of Programmes at Otago Polytechnic, we undertook a series of interviews to get a sense of what culinary skills and knowledge are required to be a successful chef in the hospitality industry. We wanted to gain an understanding of whether the current qualification aligned or supported the development of these skills and where there were gaps or opportunities to improve training and education. Interview participants covered a range of perspectives, from a food blogger and sustainability consultant to a kai storyteller and executive chef.

Our thematic analysis of the interviews identified eight skills to develop throughout a culinary practitioner's career. These rolled up into three key skill areas:

- Technical: Specialist culinary skills and knowledge.
- System/design thinking: Sustainable and efficient ways of operating within culinary workplaces.
- Interactions with place and people: Professional skills that develop positive and effective team cultures and foster sustainable interactions with the environment.

This insight enabled us to develop a programme of skill progression with a graduate profile outcome for each level. Initial feedback from training providers has been supportive of Culinary Koha and in the coming months we will be working with industry to ensure their perspectives inform developments. We also see value in developing a school equivalent for level 3 of the workplace qualification that would enable secondary school students to start their apprenticeship before leaving school.



Quality assurance

Ringa Hora carries out moderation and programme endorsement functions, within the standard-setting coverage of the Service sector.

Programme endorsement

Ringa Hora is committed to supporting providers to develop and gain approval for high-quality programmes. It is our intent to move programme endorsement away from being a rigorous compliance exercise to one that is more reflective of industry needs. We will work with providers to ensure they have the support they need for a successful outcome. This approach has been welcomed by providers.

Pre and post moderation activities

Working alongside providers, the external moderation activities confirm that the assessment materials providers develop are fit for purpose and that assessment decisions are fair, valid, and consistent with the national standard, irrespective of the mode and place of learning.

Our goals in 2022/2023 were to raise our profile, establish connections with the schools and providers assessing Ringa Hora standards and add value to their mahi by demonstrating best practice approaches. During the year we have actioned this through webinars and site visits.

Q&A with QA webinars

Our Quality Assurance function is one of the more difficult functions that we perform on behalf of industry. Assessing and assuring that the programmes of learning are delivering to industry expectations and learner needs requires us to work productively alongside providers to remediate any issues. With this in mind,, the team ran a series of webinars designed to proactively help attendees understand the moderation process and what Ringa Hora requires to ensure an assessment is fit for purpose.

For the pre-moderation sessions, using a mock unit standard, we helped attendees identify the criteria they should be aware of if they are preparing their own assessment material, or if they want to make sure the assessment they are using is up to date.

The post-moderation sessions looked at why we moderate, the completed assessment, best practice processes, and how to understand the feedback we may have provided. Attendees provided feedback that the webinars were beneficial and useful, particularly the Q&A session following the presentation. We will look to repeat the webinars in the coming year, as well as develop a series of short explainer videos.

Site visits

Not unlike the webinars, our site visits over the year have provided an opportunity to meet and greet people and providers and tell the story of who we are and how we can help. But we also gained insights that wouldn't have been gleaned from reviewing a written document. It was beneficial for us to learn about our providers and get a sense of their passion for what they're doing. The site visits also enabled providers to share what they would like to see as the future in moderation, particularly around the rise of AI and technology.

Memorandum of Collaboration with ITENZ

At Ringa Hora, we place great emphasis on delivering high-quality training, assessment, teaching, and learning provision within the vocational education sector. In line with this commitment, we have established a significant Memorandum of Collaboration (MoC) with Independent Tertiary Education New Zealand (ITENZ), the largest national association representing private tertiary institutions in the country. ITENZ boasts a diverse membership comprising over 140 organisations with regional and national coverage.

This MoC serves as a collaborative platform that enables us to work closely with ITENZ and its members to develop qualifications, credentials, and skill standards that align with the needs of industry and ākonga. By leveraging our collective expertise, resources, and regional insights, we aim to contribute to the creation of a cohesive and sustainable vocational education system.

Through this collaboration, we seek to improve education, vocational, and wellbeing outcomes for all New Zealanders. By aligning our efforts with ITENZ, we can enhance the quality and relevance of vocational education, ensuring that it equips ākonga with the skills and knowledge necessary to thrive in their chosen fields. This, in turn, supports the growth of a robust and inclusive economy that benefits everyone.

The MoC with ITENZ is a testament to our shared commitment to excellence in vocational education. By joining forces, we can tap into the collective wisdom and experience of our industry partners and mahi collaboratively to shape a dynamic and future-focused vocational education system.



Wayne Dyer, Chief Executive, ITENZ and Kari Scrimshaw, Chief Executive, Ringa Hora

Real Estate & Rental

Lucky Tu Uholoaki – Property Management

“I want to support educating my people and give them access to the resources and knowledge they need if they want to buy a house or investment property.”

Lucky Tu Uholoaki has a name that is easy to remember in the Real Estate and Rental industry. NZ born and of Tongan descent, she entered the industry with a background in administration after moving back to Aotearoa New Zealand from Australia with her twin sons four years ago. Though the industry has given her skills and rewarding experiences, she has had to navigate the challenging landscape of full-time mahi as a single parent.

“I had been living in Australia for seven years and decided to move back home to be with my support network. My boys were 6 months old when I was offered the opportunity to become Fred’s (Fred Ofa, the director of Charlton Property Management) personal assistant.”

“I went from being a PA to becoming a property manager for about two years but then it just didn’t work with my personal life being a single mother. Now, I have taken on the administrative accounts role as it offers flexibility so I can drop and pick up my boys from school.”

Lucky attributes being resilient in the face of having to balance family and work to a workplace that shares your priorities and puts steps in place to ensure you can take care of yourself.

“I enjoy my job, I enjoy my bosses and the culture here in our property management team. Fred and Tiri have done so well building this culture for us only being a year in with purchasing Charlton. It’s been great.”

Lucky also emphasises the importance of having lived experience being recognised as being a skill that makes you great at what you do. The importance that has been placed on this by her leadership team has ensured that the value-set of Charlton remains value-driven and directed toward empowering communities with sustainable, long-term strategies.

“Going back to [the idea] that like attracts like - I like helping people, I know what it’s like growing up in your average Pacific Islander community, we just got by. For me that was the drive. I saw myself in these families. I thought, if I could put a roof over these kids, that was the rewarding thing for me. I think that if you are a ‘people person’, if you like meeting new people and interacting with people then by all means this would be the career path.”

Lucky is now settling into a comfortable work-life balance and is currently upskilling to become a mortgage broker. When asked about where she sees her skills leading her to in her career, Lucky brings it back to her long-term horizons of improving outcomes for her kids, and making her services more accessible to her Tongan community.

“For my family, it’s to have a financially stable future. I wasn’t handed anything on a silver spoon. Also, to be comfortable and live a comfortable life. I see that through going to the finance side of things. I am two assignments and a quiz away from being qualified. Speaking of assignments, I have one due tomorrow [laughs].”

Ringa Hora’s future focus for the property management sector is to

- Explore alternative models for entry into the sector to attract a more diverse workforce that better reflects the communities they serve.
- Identify and act on opportunities in qualification and workplace settings to facilitate alternative career pathways, such as the transition from residential property management to real estate agent and vice versa.
- Increase the provision of digital literacy training for the older workforce.



He Tauākī Tutukinga ā-Mahi Statement of Service Performance

He Tauākī Tutukinga ā-Mahi

Statement of Service Performance 2022-23

Our vision

Skills for life, wherever it takes you.

Our purpose

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

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

Our core functions

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

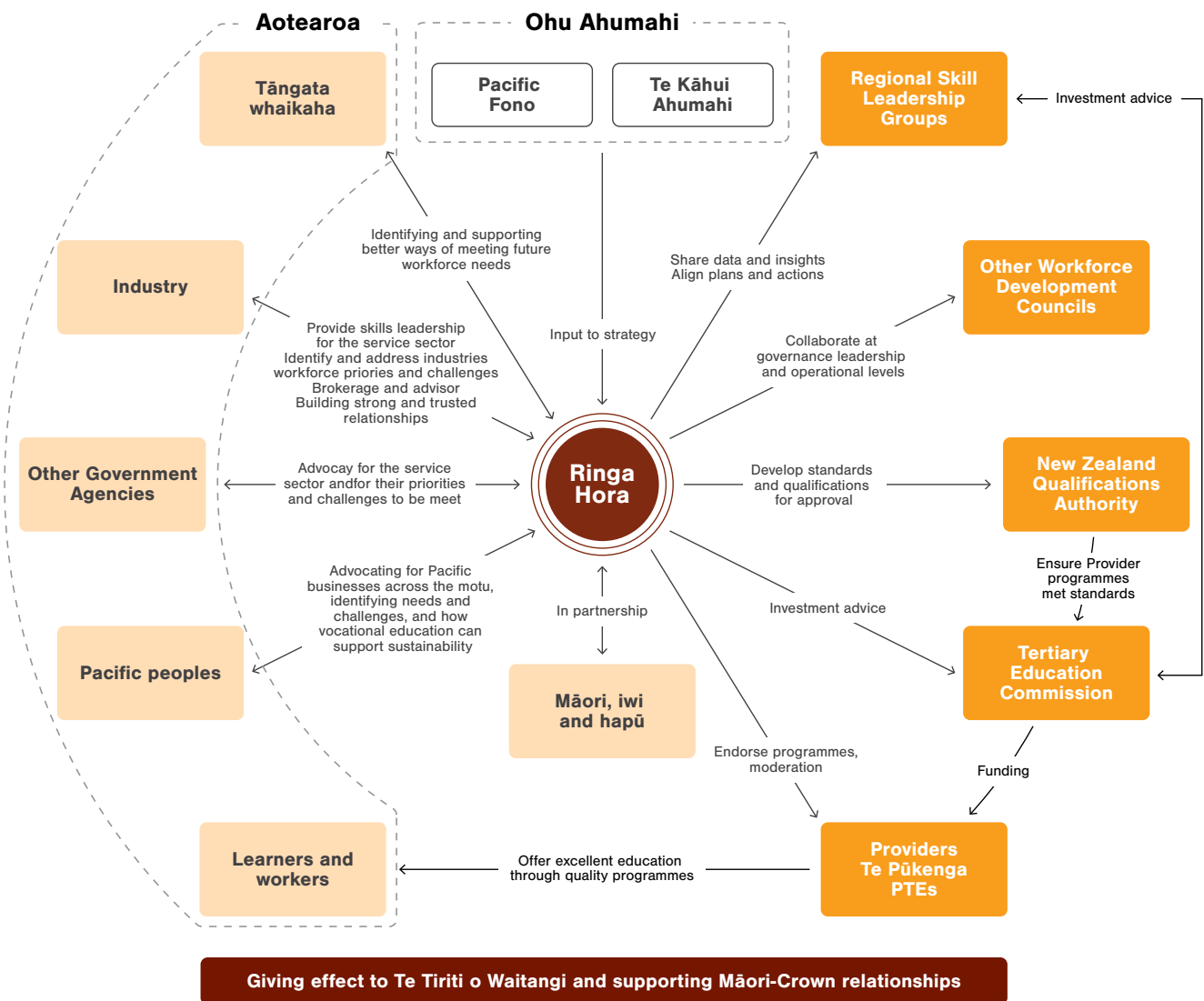
Giving effect to Te Tiriti o Waitangi and supporting Māori-Crown relations	Leadership	Provide skills and workforce leadership for the specified industries, including by identifying their current and future needs and advocating for those needs to be met through its work with the industries and with schools,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

Who we serve and who we work with

We consider ourselves in service to the Service sector industry; Māori, iwi and hapū; Pacific peoples; tāngata whaikaha | disabled people; learners and workers.

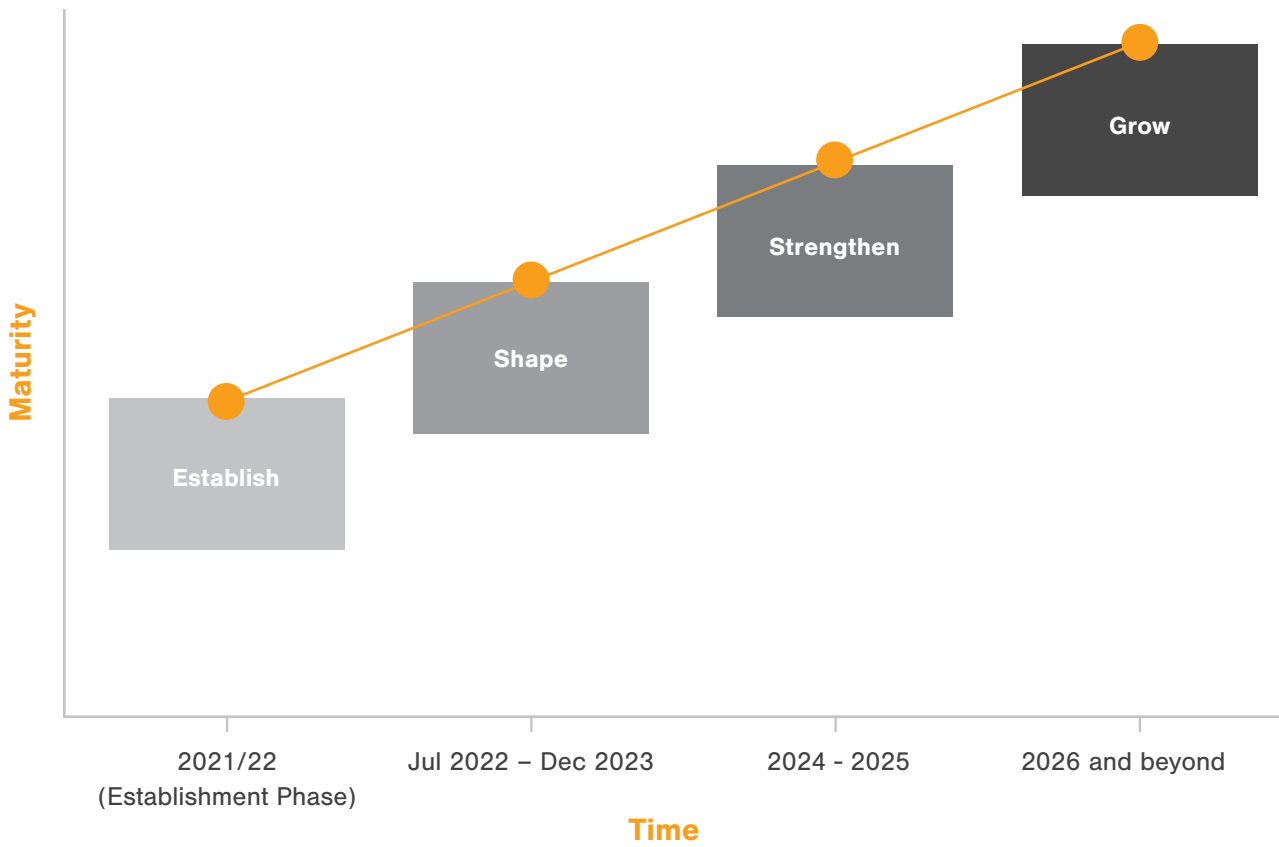
Our impacts are aspirational and we won't be able to make them on our own. We will collaborate with other WDCs, providers, Regional Skills Leadership Groups (RSLGs), Government, and those we serve to make our impacts last.

We also recognise that it takes time and effort to establish authentic and enduring relationships. We are factoring this into our expectations about what we need to achieve and how, as well as the timeframes for doing so.



Our strategic priorities and intended pathway

Our maturity model expresses our intended pathway:



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

Our strategic priorities	Should create these impacts	Over the next five years, we intend to
<p>Giving effect to Te Tiriti o Waitangi & supporting Māori-Crown relationships.</p>	<ul style="list-style-type: none"> Empower Māori success within the Service sector Improve equity for Māori within the Service sector 	<ul style="list-style-type: none"> Partner with Māori, iwi, and hapū to understand their priorities and challenges, and to set the tikanga of our relationships. Work with our partners to develop and implement Workforce Development Plans that include Māori succeeding as Māori as a key aho priority, and ensure that we also work with our partners to meaningfully measure and report on what has been achieved. Ensure insights and approaches to assist Māori in the realisation of their expectations in workforce development, training and education are informed by Māori and by quality research. Grow internal confidence and capability to understand and interact appropriately in Te Ao Māori contexts. Engage Māori to understand their views on the quality of our work and delivery, and that we are servicing their expectations appropriately.

Our strategic priorities	Should create these impacts	Over the next five years, we intend to
<p>Enabling a vocational education system that is led by industry priorities and insights.</p>	<ul style="list-style-type: none"> Industry and businesses drive the direction of the vocational education system in Aotearoa Workforce priorities and challenges are identified and addressed 	<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. 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 Tertiary Education Commission is aligned with industry priorities and challenges. Facilitate the development of appropriate tāngata whaikaha disabled people support and resources for industry to increase industry confidence in employing tāngata whaikaha disabled people. Establish or support Industry Advisory Groups or Forums to enable voice of industry across our industries.
<p>Contributing to an excellent vocational education system that offers fit-for-purpose programmes, standards, and qualifications</p>	<ul style="list-style-type: none"> Vocational education is more easily accessible for learners and workers. Vocational education is more adaptive and flexible and is able to better meet rapid changes in skills and workforce requirements 	<ul style="list-style-type: none"> Ensure that qualifications and standards are developed to be free of barriers to learner participation in programmes. Identify any potential barriers for learner participation through our Quality Assurance and Programme endorsement systems. Facilitate the development of training and qualifications standards that empower Māori into fulfilling roles in their chosen industry. Develop approaches to increase access and support for tāngata whaikaha disabled people transitioning from education and training, into employment. Understand what 'excellence in vocational education' looks like for Māori and Pacific businesses and learners/ workers, and how we can make vocational education more accessible for them Develop qualifications and standards that remain relevant and flexible over a 5-year period and ensure programme content can be adjusted efficiently to meet ongoing changes in industry and industry needs. Partner with vocational education providers to ensure qualifications, standards and programmes can manoeuvre to meet ongoing changes in industry. Collaborate with Māori, iwi and hapū to influence and inform educational products and the vocational education system
<p>Being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa.</p>	<ul style="list-style-type: none"> Align the workforce and skills pipeline with regional economic priorities Supported, sustainable economies in the regions 	<ul style="list-style-type: none"> Develop national education products that are fit for regional and online delivery. Work with Regional Skills Leadership Groups to align plans and actions to address industry and regional priorities and challenges. Connect providers with local employers Identify and support workforce opportunities for whānau to thrive in the regions. Regional collaboration with Māori, iwi and hapū that responds to regional needs. Ensure our education products are adaptable to meet fluctuating regional needs.

Our achievements and impact

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

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

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

What success looks like	What we've achieved and where we've going
<p>Our success will be built on the strength of our relationships with Māori. We are being guided by Māori, hapū, and iwi about their specific aspirations, and how this translates to expectations of us.</p>	<p>We want to build meaningful and authentic relationships with Māori, hapū, and iwi and recognise that it takes time and purposeful activity to do so. In the first half of 2023, we have worked with Ohu Ahumahi in a dedicated engagement group, Te Rōpū Kaitakawaenga, to ensure a collective approach to establishing and strengthening relationships with iwi.</p> <p>As set out in our Annual Report, some of our other major achievements during 2022/23 include:</p> <ul style="list-style-type: none"> • Te Tiriti o Waitangi Kaupapa Design, including activities aligned with the focus areas such as: <ul style="list-style-type: none"> – Te noho marae o ngā kaimahi Māori o ngā Ohu Ahumahi – Completed recruitment for dedicated roles across the organisation to provide leadership to ensure a Te Ao Māori lens is understood and applied in our mahi; including Poumatua, Māori Transformation Lead, Kāiarahi Māori, Kaitohutohu Mātauranga Māori, and Strategic Advisor Māori. – Provided a range of internal education and training opportunities, such as 'Building a Te Tiriti Organisation' with Karl Wixon and 'Wall Walk' with Dr Simone Bull, 'Ask Me Anything' sessions focused on Te Tiriti o Waitangi & Ngā Uara in Action, and Kaupapa Kōrero sessions focused on a range of Te Ao Māori high interest topics. – Active membership and participation in Te Kāhui Mātauranga Māori in the design of the all of Ohu Ahumahi high level Mātauranga Māori guidelines – Active membership and participation in Te Rōpū Kaitakawaenga in the design of the all of Ohu Ahumahi iwi partnerships workplan and initial engagements with Ngāti Toa, Waikato-Tainui and Te Taitokerau • Revitalising Ngā Uara and the Tohu Brand: Embracing Our Values • Unleashing the Potential of Māori Tourism: A Transformative Hui • Building Bridges: Connecting with Kura Kaupapa through Vocational Pathways • Navigating Resilience: Insights from Ringa Hora's Service Sector Research • Developing the Māori Service Sector forum to bring together Māori businesses and government agencies to advance their collective aims more effectively.

What success looks like	How we've measured success	What we've achieved and where we're going
<p>Core Function: Leadership</p>		
<p>Workforce development plans:</p> <ul style="list-style-type: none"> • are grounded in high quality evidence and analysis; • are endorsed/ demonstrate industry views, engagement with Te Tiriti partners and regional; • insights, identify current and future workforce needs of industry. <p>Collaboration is occurring with WDCs on matters of common interest.</p>	<p>Workforce development plans published are of high-quality qualitative and quantitative data analysis, demonstrating that regional insights, industry views and Te Tiriti partner perspectives have been considered.</p> <p>Support and endorsement from the sector that the Workforce Development Plans are grounded in evidence-based data and reflect their needs and aspirations.</p>	<p>Workforce development plans</p> <p>Our Workforce Development Plans (WDP) and associated industry action plans provide a snapshot of the Service sector workforce now, a vision for how the sector could/should look in the future, and a collective plan for how to move the workforce to that new state. These are centred on four aho strands that signal the broad areas we want to support for transforming the Service sector workforce:</p> <ul style="list-style-type: none"> • Māori succeeding as Māori • Attracting and retaining the future workforce • Developing broad skills for the future • Mana-uplifting jobs and opportunities <p>We have published one WDP during 2022-23. It was primarily based on early engagements with industry; quantitative analysis of data about ākonga and the Service sector held by the Tertiary Education Commission and Infometrics; and analysis of selected government and iwi strategies, the regulatory environment, and research about the economic, social, cultural, environmental and other factors that shape the Service sector.</p> <p>Our revised WDP and associated industry action plans are due for publication later in 2023. These build on the 2022 base and are based on further engagements with industry (including our 2023 industry hui series), quantitative data analysis, and research such as our 'What makes the Service sector resilient?' project.</p>

What success looks like	How we've measured success	What we've achieved and where we're going
	Evidence that collaboration is occurring with WDCs on matters of common interest.	<p>Future workforce research</p> <p>During 2022-23, we set the foundations for important collaborative research that will help Ohu Ahumahi and the sectors we support to understand what work in Aotearoa will look like in 2040 and how this will impact vocational education and skills training. Ohu Ahumahi has agreed to partner with Tokona Te Raki to carry out the Future Workforce research project. The contract was signed March 2023 and is held by Ringa Hora on behalf of all WDCs. This project will be co-designed to ensure that it honours Te Tiriti o Waitangi, has direct involvement with Māori business and iwi, and contributes to fair and equitable outcomes.</p> <p>Te Mata Raraunga shared data platform</p> <p>Te Mata Raraunga, the shared platform for consistent and accurate vocational education and workforce data at an iwi, regional and national level, for each sector, was launched on 30 June 2023. Collaboration across Ohu Ahumahi and the different entities within the vocational education system is at the forefront of the kaupapa of the Te Mata Raraunga. Analysts from each WDC have been involved in scoping and checking the information for each WDC and the RSLGs. There is also an Ohu Ahumahi governance group that will continue to monitor the development of the tool.</p> <p>Kaimahi rōpū and connections</p> <p>We have worked with other WDCs to establish whanaungatanga between kaimahi to further our skills and workforce leadership mahi. This includes active connections between kaimahi who undertake data analysis and research to build our understanding of current and future needs, and who also translate those insights into relevant and useful advice for industry and government. Our Policy Rōpū, for example, prepared joint advice to the Tertiary Education Commission about the design and implementation of the Unified Funding System.</p> <p>Ohu Ahumahi collaboration with New Zealand Defence Force</p> <p>Ohu Ahumahi signed a Memorandum of Collaboration with the New Zealand Defence Force. This provides a framework for Ohu Ahumahi and the NZDF to contribute to productive and valued outcomes in vocational training and education.</p>
Core Function: Developing and setting standards, capstone assessments, and qualifications		
<ol style="list-style-type: none"> Standard setting sets expectations on providers for relevance of qualification and programme delivery for industry, iwi and learners, particularly those underserved. Skill standards are fit for purpose and meet the needs of the sector. 	Engagements with the sector.	<p>Supporting vocational education that is relevant and fit for purpose</p> <p>Our product development system processes ensure relevant products are co-designed and maintained to meet the needs of the Service sector, and support Mātauranga Māori and Pacific based learning and assessment over time. For example, for each of the 61 qualifications we reviewed during 2022-23, we provided stakeholder attestations that confirm the recommended changes are supported. We also reviewed 747 Unit Standards during the year. We did not have any microcredentials transferred to us on our establishment, and have not yet developed any new micro-credentials or Skill Standards.</p> <p>One of our major pieces to ensure our qualifications are relevant and fit for purpose is our transformational project, Waihangatia te Āmua Ao: 2023 Future of Service Skills. We are exploring the concept and design of simplified credentials, encompassing core transferrable essential skills, complemented by stackable technical options. This involved a range of engagements with the sector, including an initial survey to gauge support for the approach and what it could look like in practice, as well as a Pacific Talanoa webinar series to ensure diverse Pacific voices are heard.</p> <p>We have also set a foundation for improving our engagement with private tertiary providers, having signed an agreement with Independent Tertiary Education NZ, a national organisation representing over 100 Private Tertiary Establishments in Aotearoa.</p> <p>We are committed to establishing and improving our relationships with tāngata whaikaha disabled people. We are recruiting a dedicated role to focus on incorporating a disability and equity perspective into all aspects of our work.</p>

What success looks like	How we've measured success	What we've achieved and where we're going																
		<p>During 2022-23, we have recorded 852 engagements where Ringa Hora was the lead (i.e. not including those we contributed to but another WDC led):</p> <table border="1"> <thead> <tr> <th data-bbox="703 389 1177 416">Organisation category</th> <th data-bbox="1177 389 1441 416">Number of engagements</th> </tr> </thead> <tbody> <tr> <td data-bbox="703 443 1177 470">Māori</td> <td data-bbox="1177 443 1441 470">19</td> </tr> <tr> <td data-bbox="703 479 1177 506">Pacific</td> <td data-bbox="1177 479 1441 506">10</td> </tr> <tr> <td data-bbox="703 515 1177 542">Education</td> <td data-bbox="1177 515 1441 542">160</td> </tr> <tr> <td data-bbox="703 551 1177 577">Industry</td> <td data-bbox="1177 551 1441 577">286</td> </tr> <tr> <td data-bbox="703 586 1177 613">Government and regulatory or registration bodies</td> <td data-bbox="1177 586 1441 613">105</td> </tr> <tr> <td data-bbox="703 622 1177 649">Not recorded</td> <td data-bbox="1177 622 1441 649">272</td> </tr> <tr> <td data-bbox="703 658 1177 685">Total</td> <td data-bbox="1177 658 1441 685">852</td> </tr> </tbody> </table>	Organisation category	Number of engagements	Māori	19	Pacific	10	Education	160	Industry	286	Government and regulatory or registration bodies	105	Not recorded	272	Total	852
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Core Function: Endorsing programmes and moderating assessment																		
<p>Programme endorsement ensures industry needs are met, as well as improving equity for all learners to obtain industry-endorsement qualifications.</p> <p>Provider programmes are endorsed in a timely manner, while being careful not to limit innovation and ensuring providers are free to appropriately contextualise learning (to meet learner, regional and cultural needs).</p> <p>External moderation is fit for purpose, applies national standards and ensures greater consistency of graduate outcomes.</p> <p>Moderation activities identify where learners may be disadvantaged by assessment practices and steps are taken to address this.</p>	<p>Engagements with providers.</p> <p>Programme endorsement applications are processed within the specified SLR timeframes.</p> <p>Moderation plan/ activities delivered.</p> <p>Number of up-to-date qualifications.</p> <p>NZQA rating against WDC moderation reporting.</p>	<p>Programme endorsement and moderation</p> <p>We work with training providers to moderate existing qualifications and standards to ensure consistent industry standards and learning outcomes, across the motu and across all modes of learning.</p> <p>We endorse programmes that are developed by providers, with an aim to actively incorporate the voice of industry into new and existing programmes.</p> <p>Of the 853 recorded engagements during 2022-23 where Ringa Hora was the lead, at least 159 were with providers. We also strengthened relationships and improved provider capability through:</p> <ul style="list-style-type: none"> • Q&A with QA webinars, to help providers understand moderation in more detail • Quality Assurance site visits, to meet and build whanaungatanga with providers and share developments in moderation practices and technology <p>During 2022-2023, we had:</p> <ul style="list-style-type: none"> • 112 current qualifications • 1,947 current Unit Standards • 61 qualifications and 747 unit standards under review. This includes applications to extend the last date of assessment of superseded versions (24 qualifications and 50 standards). <p>We also worked on:</p> <ul style="list-style-type: none"> • 84 programme endorsement applications in total and completed 67 applications, with the remaining still in progress as at 30 June 2023. • Of the 67 completed applications, 67% (45) were processed on time and 33% (22) were processed outside of the timeliness standard (of within 20 days). <p>We have looked at the reasons for delays and ways to improve our processes. It is also worth noting that a number of applications processed outside of time frames were due to not all materials being included in the initial provider application.</p> <p>Our National External Moderation Plans are published online and set out our intended activities for each calendar year. The following tables show the status of our pre- and post-moderation activities as at 30 June 2023:</p>																

What success looks like	How we've measured success	What we've achieved and where we're going																										
		<table border="1"> <thead> <tr> <th data-bbox="697 331 1145 387">Status</th> <th data-bbox="1145 331 1441 387">Number of associated unit standards pre-moderated</th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="697 416 1441 443">Pre-moderation activities</td> </tr> <tr> <td data-bbox="697 450 1145 477">Approved</td> <td data-bbox="1145 450 1441 477">219</td> </tr> <tr> <td data-bbox="697 483 1145 510">Approved with modification</td> <td data-bbox="1145 483 1441 510">207</td> </tr> <tr> <td data-bbox="697 517 1145 544">Other⁴</td> <td data-bbox="1145 517 1441 544">165</td> </tr> <tr> <td data-bbox="697 551 1145 577">Total</td> <td data-bbox="1145 551 1441 577">591</td> </tr> <tr> <td colspan="2" data-bbox="697 607 1441 633">Post-moderation activities</td> </tr> <tr> <td data-bbox="697 640 1145 667">Acceptable</td> <td data-bbox="1145 640 1441 667">237</td> </tr> <tr> <td data-bbox="697 674 1145 701">Acceptable with changes</td> <td data-bbox="1145 674 1441 701">223</td> </tr> <tr> <td data-bbox="697 707 1145 734">Improvement plan</td> <td data-bbox="1145 707 1441 734">7</td> </tr> <tr> <td data-bbox="697 741 1145 768">Not Acceptable</td> <td data-bbox="1145 741 1441 768">47</td> </tr> <tr> <td data-bbox="697 775 1145 801">Other⁵</td> <td data-bbox="1145 775 1441 801">221</td> </tr> <tr> <td data-bbox="697 808 1145 835">Total</td> <td data-bbox="1145 808 1441 835">735</td> </tr> </tbody> </table> <p data-bbox="697 891 1441 999">We have submitted our 2022 National External Moderation self-assessment report to NZQA. This report provides assurance that during the 2022 moderation cycle, we implemented a robust, valid, and fair moderation system. At the time of preparing this SSP, we had not received feedback.</p>	Status	Number of associated unit standards pre-moderated	Pre-moderation activities		Approved	219	Approved with modification	207	Other ⁴	165	Total	591	Post-moderation activities		Acceptable	237	Acceptable with changes	223	Improvement plan	7	Not Acceptable	47	Other ⁵	221	Total	735
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Core Function: Advisory and representative role																												
<p data-bbox="161 1077 408 1285">Advice reflects the evidence base and needs of the sector as set out in our Workforce Development Plans and provides leadership in resolving skill and workforce issues.</p> <p data-bbox="161 1292 408 1520">Our advice to the Tertiary Education Commission is able to be used by the Commission to make investments in vocational education that meet our sector's needs. Advice leads to:</p> <ul data-bbox="161 1527 408 1816" style="list-style-type: none"> • Areas of vocational education critical to the sector receiving appropriate funding. • Mix of provision reflects the needs to the sector. • Key initiatives to build the capability of providers in critical areas are funded. 	<p data-bbox="424 1077 679 1155">Investment Advice to the Tertiary Education Commission on time.</p> <p data-bbox="424 1162 679 1240">Feedback rating from the Tertiary Education Commission.</p>	<p data-bbox="697 1077 944 1104">Investment advice 2024</p> <p data-bbox="697 1111 1415 1341">On 6 April 2023 we provided Investment Advice to the Tertiary Education Commission about overarching priority areas for investment in 2024 alongside detailed recommendations on programmes, delivery, regional responses, and qualification priorities where relevant. Our advice was informed by engagements with industry, including what we heard during the 2023 Ringa Hora Industry Engagement Hui, and wider research and analysis. Rather than rating our advice, TEC have given feedback in a narrative form. This includes confirmation that our advice has informed its investment priorities for 2024.</p> <p data-bbox="697 1348 1040 1375">Brokerage and advisory services</p> <p data-bbox="697 1382 1375 1460">We have consulted with the Tertiary Education Commission and are working with them to better understand and define our brokerage and advisory services function.</p>																										

4. Other – covers those that are in progress, approved in the 2023/24 financial year, not approved and Withdrawn.

5. Other – covers those that are in progress, require material and further actions and approved in the 2023/24 financial year.

What success looks like	How we've measured success	What we've achieved and where we're going
Core Function: Impact		
<p>Confidence of industry that WDC leadership is stronger and more impactful.</p>		<p>Impact measures</p> <p>We are working with the Tertiary Education Commission to better understand and define our impact measures with a view to developing more detailed measures.</p> <p>Also, together with other WDCs, we are working with an independent firm to undertake a qualitative review of the performance of WDCs. Due to be completed by the end of September 2023, the review will gather feedback and information on strengths, weaknesses and opportunities for improvement in the WDC's functions. It will also provide qualitative reporting against the Tertiary Education Commission's performance metrics for 2023/24. Findings from the review could form a practical way of gauging on an ongoing basis whether we are delivering against our purpose.</p>

Financial statements



Independent auditor's report

To the readers of Ringa Hora - Services Workforce Development Council's Financial statements and statement of service performance for the year ended 30 June 2023



BDO Wellington Audit Limited

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

Opinion

We have audited:

- the financial statements of the Council on pages 70 to 93, that comprise the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Council on pages 56 to 64.

In our opinion:

- the financial statements of the Council on pages 70 to 93:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2023; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the statement of service performance on pages 56 to 64:
 - presents fairly, in all material respects, the Council's service performance achievements as compared with the forecast outcomes included in the investment plan for the year ended 30 June 2023; and
 - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 31 October 2023. This is the date at which our opinion is expressed.

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

Basis for our opinion

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

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

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

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

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

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



BDO Wellington Audit Limited

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

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

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

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

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

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

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

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

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

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



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

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

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 1 to 55 and page 95 but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

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

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

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

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

A handwritten signature in blue ink, appearing to read 'Geoff Potter', written over a light blue horizontal line.

Geoff Potter

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

Statement of Responsibility

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

In the Council's opinion:

The Statement of Performance fairly reflects the performance of Ringa Hora for 1 July 2022 to 30 June 2023.

The Financial Statements fairly reflect the financial position and operations of Ringa Hora for 1 July 2022 to 30 June 2023.

Signed by:



Hinerangi Edwards

Council Chair

31 October 2023



Kari Scrimshaw

Chief Executive

31 October 2023

Statement of Comprehensive Revenue and Expense

Services Workforce Development Council
For the year ended 30 June 2023

All in \$000s	Note	Actual 2023	Budget 2023	Actual 2022
Revenue				
Government funding	2	11,293	11,294	8,531
Grants funding	2	276	-	65
Ringa Awhi funds	2	2,528	1,727	2,609
Interest revenue	2	202	24	-
Total revenue		14,299	13,045	11,205
Expenditure				
People related costs	3	6,627	7,849	2,794
Hāpaitia Limited - Shared Council services	3	1,604	1,787	927
Administration and other expenses	3	2,706	2,761	413
Total expenditure		10,937	12,397	4,134
Surplus/(Deficit)		3,362	648	7,071
Other comprehensive revenue and expense		-	-	-
Total comprehensive revenue and expense		3,362	648	7,071
Total comprehensive revenue and expense for the period attributable to				
Ringa Hora – Services Workforce Development Council		3,362	648	7,071
Total		3,362	648	7,071

Explanations of major variances against budget are provided in Note 13.

The accompanying notes form part of these financial statements.

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Statement of Financial Position

Services Workforce Development Council
As at 30 June 2023

All in \$000s	Note	Actual 2023	Budget 2023	Actual 2022
Assets				
Current assets				
Cash and cash equivalents	4	6,517	7,743	7,543
Short-term investments	5	4,000	-	-
Trade receivables	6	71	113	76
Other receivables	6	1,020	749	487
Prepayments	6	54	-	7
Total current assets		11,662	8,605	8,113
Total assets		11,662	8,605	8,113
Liabilities				
Current liabilities				
Trade and other payables	8	845	476	617
Employee entitlements	9	384	456	241
Revenue received in advance	10	-	-	184
Total current liabilities		1,229	932	1,042
Total liabilities		1,229	932	1,042
Net assets		10,433	7,673	7,071
Equity				
Accumulated surplus	12	539	2,205	308
Operating reserve	12	1,884	-	1,884
Capital reserve	12	1,096	1,768	1,200
Special projects reserve	12	3,000	-	1,000
Te Kahui Ahumahi reserve	12	129	-	70
Ringa Awhi reserve	12	3,785	3,700	2,609
Total equity attributable		10,433	7,673	7,071

Explanations of major variances against budget are provided in Note 13.

The accompanying notes form part of these financial statements.

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Statement of Changes in Net Assets/Equity

Services Workforce Development Council
For the year ended 30 June 2023

2023

All in \$000s	Note	Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Ringa Awhi reserve	Total net assets/equity
Balance at 1 July 2022	12	308	1,884	1,200	1,000	70	2,609	7,071
Total comprehensive revenue and expense for the year		3,362						3,362
Transfers between reserves								
Capital reserve		104		(104)				-
Special projects reserve		(2,000)			2,000			-
Te Kāhui Ahumahi reserve		(59)				59		-
Ringa Awhi reserve		(1,176)					1,176	-
Total transfers		3,131	-	(104)	2,000	59	1,176	-
Balance at 30 June 2023		539	1,884	1,096	3,000	129	3,785	10,433

2022

All in \$000s	Note	Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Ringa Awhi reserve	Total net assets/equity
Balance at 1 October 2021	12	-	-	-	-	-	-	-
Total comprehensive revenue and expense for the year		7,071						7,071
Transfers between reserves								
Operating reserve		(1,884)	1,884					-
Capital reserve		(1,200)		1,200				-
Special projects reserve		(1,000)			1,000			-
Te Kāhui Ahumahi reserve		(70)				70		-
Ringa Awhi reserve		(2,609)					2,609	-
Total transfers		(6,763)	1,884	1,200	1,000	70	2,609	-
Balance at 30 June 2022		308	1,884	1,200	1,000	70	2,609	7,071

The accompanying notes form part of these financial statements.

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.

Statement of Cash flows

Services Workforce Development Council
For the year ended 30 June 2023

All in \$000s	Note	Actual 2023	Budget 2023	Actual 2022
Operating activities				
Receipts from Government		11,386	12,988	11,388
Receipts of interest		202	51	-
Receipts of other revenue		2,548	1,955	-
Goods and services tax (net)		(103)	(1,296)	(10)
Payments to people		(6,245)	(7,402)	(1,975)
Payments to suppliers		(4,447)	(5,192)	(1,860)
Net cash flows from operating activities		3,341	1,104	7,543
Investing activities				
Purchase of term deposits		(4,000)	-	-
Net cash flows from investing activities		(4,000)	-	-
Financing activities				
Advances to Hāpaitia		(367)	(115)	-
Net cash flows from financing activities		(367)	(115)	-
Net (decrease)/increase in cash and cash equivalents		(1,026)	989	7,543
Cash and cash equivalents at beginning of the period		7,543	6,754	-
Cash and cash equivalents at end of the period	4	6,517	7,743	7,543

Explanations of major variances against budget are provided in Note 13.

The accompanying notes form part of these financial statements.

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

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Services Workforce Development Council
For the year ended 30 June 2023

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Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

1. Statement of accounting policies

Reporting entity

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

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

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

Basis of preparation

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

Reporting period

Ringa Hora began operations on 4 October 2021 and therefore the comparative reporting period for the financial statements is for the nine months from 4 October 2021 to 30 June 2022.

Statement of compliance

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

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

These financial statements were authorised for issue by Ringa Hora Council on 31 October 2023.

Presentation currency and rounding

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

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

1. Statement of accounting policies (continued)

Budget figures

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

Use of judgements and estimates

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

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

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

Goods and services tax (GST)

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

Income Tax

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

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

2. Revenue

Accounting Policy

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

Revenue from Exchange Transactions

Interest and dividends

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

Revenue from Non-Exchange Transactions

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

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

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

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

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

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

Government Funding

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

Grants

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

Other grants received

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

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

2. Revenue (continued)

All in \$000s	Actual 2023	Actual 2022
Government funding classified as non-exchange transactions		
Government funding classified as non-exchange transactions	11,293	8,531
Project grant funding classified as non-exchange transactions	276	65
Total	11,569	8,596
Non-government funding classified as non-exchange transactions		
Ringa Awahi funds ¹	2,528	2,609
Total	2,528	2,609
Other revenue classified as exchange transactions		
Interest revenue	95	-
Ringa Awahi interest revenue ¹	107	-
Total	202	-
Total revenue	14,299	11,205
Revenue classification		
Non-exchange revenue	14,097	11,205
Exchange revenue	202	-
Total revenue	14,299	11,205

1. Service IQ transferred funds to Ringa Hora in order to enable Ringa Hora to fund the development of service industry specific projects outside of Ringa Hora core business but of benefit for industry and its workforce. Ringa Hora will administer and oversee these funds, which can be accessed through the development of a funding proposal that must be approved by the relevant service sector representatives outlined in the funding agreement. Interest earned on Ringa Awahi reserves held is attributed to the Ringa Awahi reserve. The funds are held in a special reserve (Note 12).

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

3. Expenditure

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

All in \$000s	Actual 2023	Actual 2022
People related costs		
Wages and salaries	6,078	2,124
Contractors	164	418
Councillors and board expenses	332	230
Other employee expenses	53	22
Total	6,627	2,794
Hāpaitia Limited Shared Council Services¹	1,604	927
Administration and other expenses		
Consultancy costs		
Consultancy costs	184	14
Audit expenses ²	50	38
Legal fees	16	2
Total	250	54
People and Culture costs		
Other staff costs	32	8
Recruitment costs	28	67
Total	60	75
Information Technology costs		
Subscriptions and memberships	16	42
Total	16	42
Office and other costs		
General expenses	493	87
Ringa Awhi expenses	1,141	-
Travel and engagement costs	362	76
Communication and marketing	108	14
Project costs	276	65
Total	2,380	242
Total administration and other expenses	2,706	413
Total expenditure	10,937	4,134

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

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

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

4. Cash and cash equivalents

Accounting Policy

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

All in \$000s	Actual 2023	Actual 2022
Bank deposits	6,517	7,543
Total	6,517	7,543

There are no restrictions over any of the cash and cash equivalent balances held by Ringa Hora.

5. Short-term investments

Accounting Policy

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

All in \$000s	Actual 2023	Actual 2022
Short-term investments		
Term deposits	4,000	-
Total	4,000	-

At 30 June 2023 there was a Term deposit with ASB with a maturity date of 8 September and with an interest rate of 5.65% per annum (2022: Nil).

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

6. Trade receivables and other receivables

Accounting Policy

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

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

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

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

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

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

Advances

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

All in \$000s	Actual 2023	Actual 2022
Trade receivables		
Trade receivables from exchange transactions	71	76
Net trade receivables from exchange transactions	71	76
Receivables from non-exchange transactions		
GST receivable	195	29
Advances to Hāpaitia Limited	825	458
Total receivables from non-exchange transactions	1,020	487
Total Receivables	1,091	563
Prepayments and other assets		
Prepayments	54	7
Total Prepayments and Other Assets	54	7

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

7. Associates

Accounting Policy

Associates

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

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

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

Name	Voting rights & Ownership interest
Hāpaitia Limited	16.67%

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

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

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

8. Trade and other payables

Accounting Policy

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

All in \$000s	Actual 2023	Actual 2022
Trade payables	708	452
Accruals	129	162
Other payables	8	3
Total	845	617

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

9. Employee benefit liabilities

Accounting Policy

Short-term employee benefits

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

Long-term employee benefits

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

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

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

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans such as KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are recognised as an employee benefit expense in surplus or deficit in the periods during which services are rendered by employees. Prepaid contributions are recognised as an asset (prepayment) to the extent that a cash refund or a reduction in future payments is available. Contributions to a defined contribution plan that are due more than 12 months after the end of the period in which the employees render the service are discounted to their present value.

All in \$000s	Actual 2023	Actual 2022
Current		
Short-term employee benefits	384	241
Current portion of long-term employee benefits	-	-
	384	241
Non-current		
Non-current portion of long-term employee benefits	-	-
Total employee benefit liability	384	241

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

10. Revenue received in advance

Accounting Policy

Project funding received has been recognised as income when expenditure directly related to project deliverables has been incurred. The remaining funding has been recognised as revenue in advance and is expected to be released to the Statement of Comprehensive Revenue and Expense as the various project deliverables are completed. Unspent project funding at the conclusion of the project, as provided in the grant funding agreement, will be returned to the funder.

All in \$000s	Actual 2023	Actual 2022
Revenue received in advance		
Project funding	-	184
Total	-	184
Current portion	-	184
Total revenue received in advance	-	184

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

11. Financial instruments

Ringa Hora initially recognises financial instruments when Ringa Hora becomes a party to the contractual provisions of the instrument. Ringa Hora derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by Ringa Hora is recognised as a separate asset or liability. Ringa Hora derecognises a financial liability when its contractual obligations are discharged, cancelled or expire. Financial assets and financial liabilities are also derecognised when there has been significant changes to the terms and/or the amount of contractual payments to be received/paid. Financial assets and liabilities are offset, and the net amount presented in the statement of financial position when, and only when, Ringa Hora has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

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

i) Classification of financial instruments

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

2023		Financial Assets	Financial Liabilities	
All in \$000s	Note	Amortised cost	Amortised cost	Total
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	6,517	-	6,517
Short-term investments	5	4,000	-	4,000
Receivables	6	896	-	896
Payables	8	-	(845)	(845)
		11,413	(845)	10,568

2022		Financial Assets	Financial Liabilities	
All in \$000s	Note	Amortised cost	Amortised cost	Total
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	7,543	-	7,543
Receivables	6	534	-	534
Payables	8	-	(617)	(617)
		8,077	(617)	7,460

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

11. Financial instruments (continued)

ii) Fair value through surplus or deficit

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

Impairment provisions for current and non-current trade receivables are recognised based on the simplified approach within PBE IPSAS 41 using a provision matrix in the determination of the lifetime expected credit losses. During this process, the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised in surplus or deficit. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

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

For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Ringa Hora financial assets measured at amortised cost comprise trade receivables from exchange transactions and other receivables and cash and cash equivalents in the statement of financial position. Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

iii) Amortised cost financial liabilities

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

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

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

12. Equity

Accounting Policy

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

All in \$000s	Actual 2023	Actual 2022
Equity		
Accumulated revenue and expenses	539	308
Reserves		
Operating reserve	1,884	1,884
Capital reserve	1,096	1,200
Special projects reserve	3,000	1,000
Te Kāhui Ahumahi reserve	129	70
Ringa Awhi reserve	3,785	2,609
Total reserves	9,894	6,763
Total equity	10,433	7,071

All in \$000s	Actual 2023	Actual 2022
Accumulated revenue and expenses		
Balance at 1 July	308	-
Surplus/(deficit) for the year before other comprehensive revenue and expenditure	3,362	7,071
Allocation to reserves	3,131	6,763
Balance as at 30 June	539	308

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

All in \$000s	Actual 2023	Actual 2022
Operating Reserve		
Balance at 1 July	1,884	-
Allocation from accumulated revenue and expense	-	1,884
Balance as at 30 June	1,884	1,884

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

12. Equity (continued)

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

All in \$000s	Actual 2023	Actual 2022
Capital Reserve		
Balance at 1 July	1,200	-
Allocation from accumulated revenue and expense	(104)	1,200
Balance as at 30 June	1,096	1,200

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

All in \$000s	Actual 2023	Actual 2022
Special Projects Reserve		
Balance at 1 July	1,000	-
Allocation to Te Kāhui Ahumahi reserve	2,000	1,000
Balance as at 30 June	3,000	1,000

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

All in \$000s	Actual 2023	Actual 2022
Te Kāhui Ahumahi Reserve		
Balance at 1 July	70	-
Allocation from accumulated revenue and expense	59	70
Balance as at 30 June	129	70

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

All in \$000s	Actual 2023	Actual 2022
Ringa Awhi reserve		
Balance at 1 July	2,609	-
Funds received for Ringa Awhi reserve	2,528	2,609
Interest received for Ringa Awhi	107	-
Application of funds for Ringa Awhi reserve	(1,459)	-
Balance as at 30 June	3,785	2,609

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

13. Major budget variations

Explanations for major statement of comprehensive revenue and expense budget variations from the 2023 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2023	Budget 2023	Variance
Revenue variances			
Government funding	11,293	11,294	(1)
Project grants funding	276	-	276
Ringa Awhi funds	2,528	1,727	801
Interest revenue	95	24	71
Ringa Awhi interest revenue	107	-	107
Expenditure variances			
Employee expenses	6,627	7,849	(1,222)
Shared services	1,604	1,787	(183)
Administration and other expenses	2,706	2,761	(55)
Total comprehensive revenue and expense	3,362	648	2,714

A small variance on Government funding arose from the rounding of the funding package from TEC. The variance in project grants funding arose from the timing of actual project expenditure and subsequent income recognition between last financial year and this financial year. Investment of surplus cash flow in term deposits resulted in interest income that was not budgeted. In addition Ringa Awhi funding received from Service IQ was higher than the estimate provided for in the budget and in turn the investment of these funds not yet distributed resulted in interest revenue that was not budgeted for.

There were significant savings in employee expenses due to decisions regarding the timing of recruitment and ensuring that appropriate resourcing is provided both now and in the future. Shared services expenditure was lower than budget primarily due to savings in budgeted collaborative projects and property costs that were offset by increased costs of contractors. Administration and other expenses were less than budget due savings in key areas such as Consultancy costs, Governance travel and incidentals, engagement expenditure, promotion and marketing expenses and fees for subject matter experts. These savings were offset by project expenditure where assumptions during the preparation of the budget were made that these projects would have been completed prior to the start of the financial year.

Explanations for major statement of financial position budget variations from the 2023 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2023	Budget 2023	Variance
Statement of financial position			
Current assets	11,662	8,605	3,057
Current liabilities	1,229	932	297
Equity	10,433	7,673	2,760

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

13. Major budget variations (continued)

Current assets are higher than budget due to higher bank balances resulting from a higher operating surplus. Also contributing to this were the additional Ringa Awhi Funds held due to additional receipt and lower distributions than provided for in the budget. Accounts receivable were slightly higher than budget due to increased GST receivable. In addition advances to Hāpaitia Ltd were higher than budgeted due to a change in the use of advance accounts with monthly invoice payments no longer being offset through the advance accounts. These these are paid under normal supply arrangements and the advance remains static for the financial year to cover cashflow requirements for operating and capital expenditure for Hāpaitia Ltd. The advance requirements are reviewed and adjusted annually in July of each year. Prepayments were not included in the budget.

Current liabilities are higher than budget with trade payables being higher than expected largely due to timing of purchases. This has been offset with slightly lower kaimahi annual leave balances than budgeted due to efforts to ensure that kaimahi take annual leave as part of our commitment to wellbeing.

Equity balances are higher than budgeted largely due to the higher than expected surplus which has been transferred to various equity reserves for application in future years to special projects.

Explanations for major statement of cash flow budget variations from the 2023 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2023	Budget 2023	Variance
Statement of cash flows			
Cash flows from operating activities	3,341	1,104	2,237
Cash flows from investing activities	(4,000)	-	(4,000)
Cash flows from financing activities	(367)	(115)	(252)
Net (decrease)/increase in cash and cash equivalents	(1,026)	989	(2,015)
Cash and cash equivalents at beginning of the year	7,543	6,754	789
Total cash and cash equivalents at end of the year	6,517	7,743	(1,226)

Cashflows from operating activities were higher primarily due to savings in payroll expenditure and other operating expenditure which resulted in a higher operating surplus and reduced cash requirements. Cash was invested in term deposits that was not budgeted. Cash requirements for Hāpaitia advances were slightly higher than budgeted which was largely due to the change in the methodology for the application of advances.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

14. Operating leases

Accounting Policy

Operating leases

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

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

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

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

15. Commitments and contingencies

Accounting Policy

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

Commitments

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

The annual operating lease value for the computer and office equipment is variable depending on the quantum of assets leased, with an approximate annual lease cost of \$111,200 (2022: \$93,700). The lease commitment continues until either party terminate the contractual arrangement.

Hāpaitia Limited has ongoing contractual commitments including operating leases. Each Workforce Development Council is required under the terms of the service contract to meet these commitments for the life of any contracts executed

during the period of the service contract. The value of this commitment for Ringa Hora, at the 30 June 2023, was \$266,607 (2022: \$415,779).

Contingent Liabilities

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

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

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

Capital Commitments

There are no capital commitments at reporting date (2022: Nil).

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

16. Related party transactions and key management personnel

Accounting Policy

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

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

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

i) Key management personnel remuneration

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

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

Members of the governing body are paid annual fees in accordance with the Cabinet Office Circular CO-19 Revised Fees Framework for members appointed to bodies in which the Crown has an interest, dated 29 January 2020. Senior executive officers are employed as employees of Ringa Hora on normal employment terms.

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

All in \$000s	Actual 2023	Actual 2022
Key management personnel related party transactions		
Council members		
Number of Council members ¹	0.32	0.19
Remuneration	309	226
Senior executive officers		
Full-time equivalent members ²	4.75	2.4
Remuneration	1,117	521
Total full-time equivalent members	5.07	2.59
Total key management personnel remuneration	1,426	747

1. There were 9 members of council throughout the period of 1 July 2022 to 30 June 2023. Seven served for the full period, one resigned 31 August 2022, one resigned 31 May 2023 and one started on 1 August 2022. This equated to a Full-time equivalent of 0.32. (2022: There were nine members of council throughout the period of 4 October 2021 to 30 June 2022. Nine served for the full period.)

2. There are five members of the senior management team considered to be key management personnel. These members were employed throughout the period 1 July 2022 to 30 June 2023 resulting in a full time equivalent figure of 4.75. One member was only employed for eight months. (2022: There are four members of the senior management team considered to be key management personnel. These members were employed throughout the period 4 October 2021 to 30 June 2022 resulting in a full time equivalent figure of 2.4).

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

Notes to the Financial Statements

Services Workforce Development Council
For the year ended 30 June 2023

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

ii) Other related parties

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

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

1. Related party due to Councilor governance relationship

2022		Transaction Value	Transaction Value	Accounts Payable	Accounts Receivable	Advances made
Related Party	Goods/Services Provided	((\$000's))	((\$000's))	(000's)	(000's)	(000's)
		Paid	Received	As at June 30	As at June 30	As at June 30
Hāpaitia Ltd	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	927	-	277	76	458
Total		927	-	277	76	458

17. Events after reporting date

There have been no events, since reporting date, that have led to material effect on the interpretation of the financial statements presented (2022: Nil).

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.

Supplementary information

Remuneration - Employee

The Council has employees, not including Councillors, who received total remuneration greater than \$100,000 for the 12 month period ending 30 June 2023. For 2022 the reporting period is the 9 months from 4th October 2021 to 30 June 2022.

The employee counts are shown in the table below:

Total remuneration paid or payable	Number of Employees	
	2023	2022
\$100,000 - \$109,999	3	1
\$110,000 - \$119,999	6	-
\$120,000 - \$129,999	4	-
\$130,000 - \$139,999	-	1
\$140,000 - \$149,999	4	-
\$150,000 - \$159,999	2	-
\$160,000 - \$169,999	1	-
\$170,000 - \$179,999	1	-
\$180,000 - \$189,999	-	-
\$190,000 - \$199,999	-	-
\$200,000 - \$209,999	-	-
\$210,000 - \$219,999	2	-
\$220,000 - \$229,999	1	-
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	-	-
\$250,000 - \$259,999	-	-
\$260,000 - \$269,999	-	-
\$270,000 - \$279,999	-	-
\$280,000 - \$289,999	-	-
\$290,000 - \$299,999	-	-
\$300,000 - \$309,999	-	-
\$310,000 - \$319,000	1	-

Cessation Payments

There were no payments of compensation or other benefits paid or payable to persons who ceased to be members, committee members or employees during the 12 month period 01 July 2022 to 30 June 2023 (2022: Nil).



RINGA HORA
Services

Workforce Development Council

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