



RINGA HORA

Services

Workforce Development Council

Operational Plan

Te Ara Whanake o Ringa Hora

2024-2026



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Foreword from Chair

Turuki, turuki! Paneke, paneke! Whano, whano, haramai te toki! Haumi ē! Hui ē! Tāiki ē!

As we carefully navigate the waters of change during this political climate, I am aptly reminded of the words of my ancestors. These words were used to provide courage and fortitude to our people as we embarked on journeys both chartered and unchartered. These words provided direction and sought the support of the collective to wholeheartedly agree to the vision, intent and purpose of what is to be undertaken.

The words, “Turuki, turuki!” reflect on when our waka is being carefully hauled into the waters. As the rangatira instructs the people to, “Take the strain, take the strain!” The people respond accordingly, and state “Paneke, paneke” - “Move forward together!”. The importance of carefully applied tension and forward movement to ensure that the readiness of our waka is at a state that it can fully engage in the journey was well recognised by our ancestors. Ensuring readiness for any journey required high levels of trust and confidence amongst all those who were selected. In acknowledgement of this, it was then that the rangatira made the statement, “Whano, whano, haramai te toki!”, in which the toki, or the adze which symbolised the mana of the collective, would be raised by the rangatira. “Proceed, go forth with the collective mana of this adze” - the metaphor of this procedure likens the tightly woven bindings of the adze handle to the collective who are upholding the adze stone, or the mana of the people. The collective would then affirm the statement of the rangatira with, “Haumi ē!” - “United and ready!” The rangatira would confirm this understanding with, “Hui e!” - “Progress forth with purpose”. And then everyone would collectively chorus, “Tāiki ē!” - “United as one”.

I wish to acknowledge our people across the Services sector as we continue to journey as a nation through these challenging times and seek more agile and innovative ways of progressing solutions that meet the needs and aspirations of our industries. Our people at Ringa Hora continue to work diligently on addressing the call of our workforce leadership to assist in meeting the current and future needs within our specified vocations. Our responsibilities to the sector have matured considerably since our last operational plan, but the importance of building confident and trusting relationships will be an ongoing focus, and the quality of these relationships will be based on our ability to continue to heed your call. What each of us does matters. How we do it together is of greater significance.

I commend our third operational plan to you. It maps out a direction towards a 2026 horizon, building upon the work outlined in our 2023-24 plan. We look forward to your continued leadership, guidance and support as we negotiate the seas of opportunity before us.

E kore tātou e ngaro, he waka takere nui – We will never be lost, for we are all the hull of a great canoe.

Hinerangi Edwards
Council Chair
Ringa Hora

Overview

Tirohanga Whānui

Ringa Hora Services Workforce Development Council is one of the six Workforce Development Councils (collectively known as Ohu Ahumahi) established to bring transformational change to the vocational education system in Aotearoa New Zealand. We aim to channel and amplify the voice of the Service sector, a crucial component of everyday life for New Zealanders.

Our operational plan for 2024-2026 (this operating period) builds on our 2023/24 (last operating period) operational plan. It sets out how our purpose, vision, and priorities, as defined in our Statement of Strategic Direction, underpin the mahi we plan to deliver, how we allocate our resources, and how we work together as an organisation and with our industries and the key groups we serve¹.

It also outlines how we plan to deliver our core functions of leadership and engagement; developing and setting standards and qualifications; endorsing programmes and moderating assessments; and providing advice to TEC (Tertiary Education Commission) over this operating period.

Leadership and engagement – we will create a skills system that enables the Service sector and its workforce to thrive. We will do this by continuing to support and build relationships with our industries and the key groups we serve.

Developing and setting standards and qualifications – we will translate current and future skills gaps and needs of the Service sector into relevant standards, qualifications, and newly introduced micro-credentials.

Endorsing programmes and moderating assessments – we will continue to support industry and providers through our programme endorsement function. We also moderate assessment materials against industry agreed and approved standards, to ensure consistency of learning outcomes across all modes of delivery and regions.

Advice to TEC – we will provide investment advice to TEC informed by an in-depth understanding of the opportunities and challenges faced by the Service sector in this rapidly changing environment.

This operational plan was written from December 2023 to March 2024. Over this time the full extent of changes to key parts of the vocational education system, including to Workforce Development Councils, was not clear. This plan was developed based on what was known at the time. What is set out in the plan applies until decisions are made on the future shape of the system.

Strategic Context

Horopaki Rautaki

Who we are

Ringa Hora's name signifies what it does

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

Ringa Hora delivers its mahi in alignment with vocational education system priorities and strategies.

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

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

¹ Key groups include Māori, Iwi, Hapū and priority groups such as Pacific peoples, Tāngata Whaikaha and migrants.



Our sector

The Service sector is broad and diverse

The Service sector includes a wide variety of roles. We have created ten interconnected industry groupings based on the types of things businesses focus on and the roles people play, as seen in Figure 1. While these groups are different, they all have people at their heart.

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

The Service sector forms a crucial part of Aotearoa New Zealand's economy. It has over **306,000² businesses**, representing approximately **half of all businesses** in the country. Most businesses within the Service sector are **small businesses employing, on average, three people**. The Service sector contributes approximately **\$109.5 billion annually** to New Zealand's Gross Domestic Product, about 30% of the country's total economic activity.

An estimated **two out of every three people** work in service industries at some point in their careers. It

is common for many who join the Service sector to be entering the workforce for the first time.

The Service sector is made up of a diverse range of people, with **Māori and Pacific Peoples representing 12.8% and 6.9% of the total sector workforce**, respectively. **Tāngata Whaikaha workers make up 2.4%** of the workforce. **Rangatahi (15–24-year-olds) make up more than 20.2%** of the workforce.

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

Of the core workforce, approximately one third turns over on an annual basis. Notably, **38% of workers who change Service industries continue to work within the broader sector**. Half of people who exit Work and Income benefits for work, take Service sector jobs³. Transferable skills are therefore vitally important to the success and productivity of businesses across the sector.

A more extensive data story for the Service sector can be found in our [investment advice](#).

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



² All figures taken from 2023 Service Sector Workforce Development Plan

³ Source: MSD 2023, "what happened to people who left the benefit system during the year ended June 2021" monitoring report

Purpose and Priorities Ngā Whāinga Matua

Role and vision for this operating period

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

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

Ringa Hora aims to support the Service sector to tackle skill shortages, adjust to the future of work and to build a strong skills base. We partner with our industries to highlight their needs and advocate for system changes.

Ringa Hora delivers this role by undertaking its statutory functions:

Skills Leadership	To lead and coordinate industry efforts to identify workforce needs and support the vocational education system and employers to meet those needs.
Qualification System Products	To develop and maintain industry qualifications, training schemes, capstone assessments and skill standards that meet the needs of the Service sector ⁴
Moderation	To ensure learners have met a required standard when they are awarded a qualification by confirming that assessment materials are fit-for-purpose and that assessment decisions are fair, valid, and consistent with the national standard.
Programme endorsement	To provide industry with assurance that their needs will be met by programmes, and learners and employers with confidence that there is consistent and coherent programme delivery in the system.
Advice to TEC	To guide and influence TEC's investment decisions in vocational education and ensure that they meet the needs of the Service sector.
Brokerage and advisory services	To help employers and industries meet their skill needs, guide them on the importance of vocational education and training and improve learner-worker experiences in the Service sector.

⁴ We do not currently develop or maintain training schemes or training packages as they don't currently exist within the NZQA suite of products. Capstone assessments are considered part of skill standard development.

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

Figure 2 shows how Ringa Hora connects across the vocational education system.

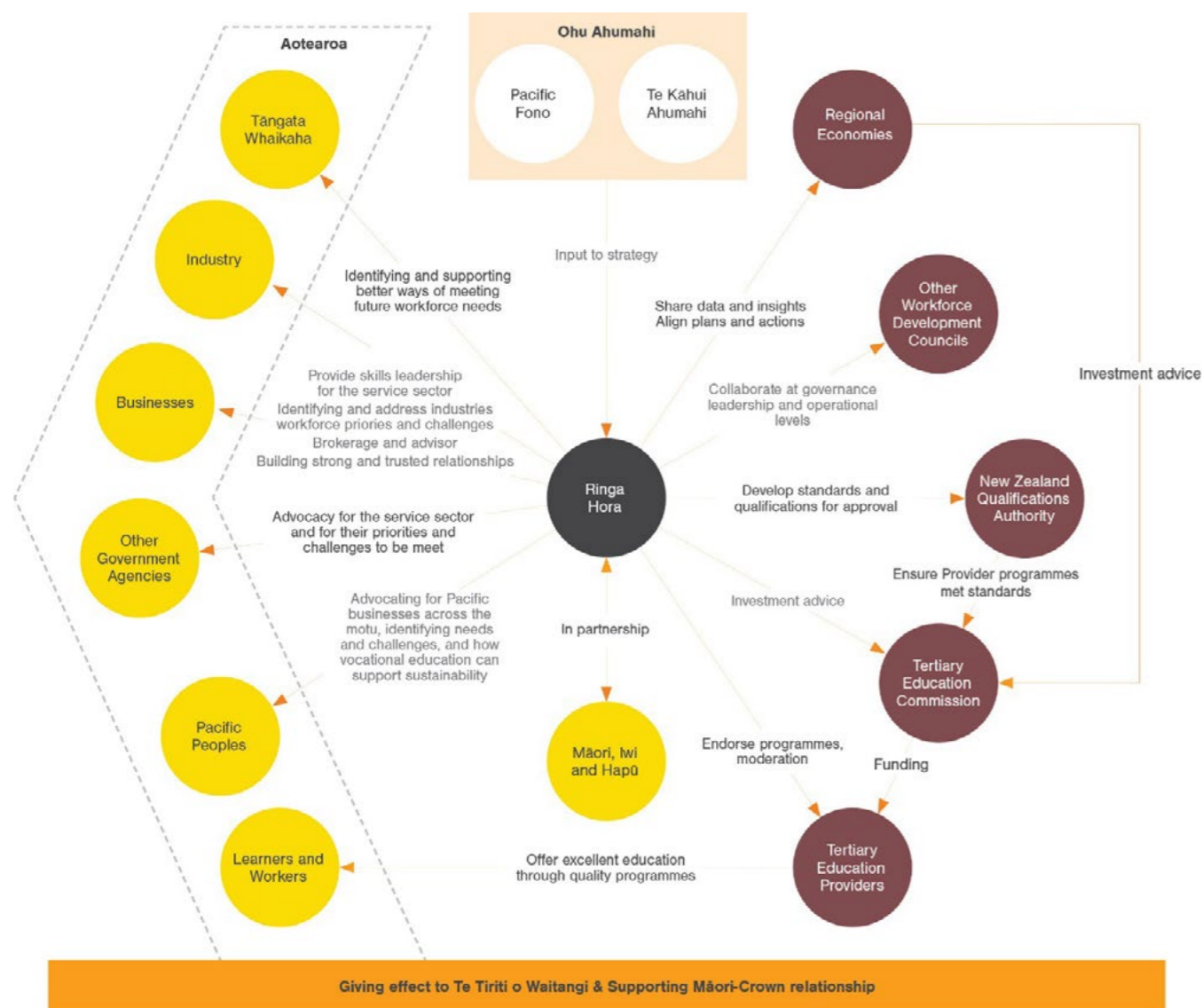


Figure 2. Ringa Hora's central role in the vocational education system

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

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

Our Priorities

Giving effect to Te Tiriti o Waitangi & Supporting Māori-Crown relationships	Enabling a vocational education system that is led by industry priorities and insights
Contributing to an excellent vocational education system that offers fit-for-purpose programmes, standards and qualifications	Being regionally responsive by ensuring that vocational education is accessible and relevant for regions of Aotearoa

Our Vision

Skills for life, wherever it takes you

Our Purpose

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

Specifically we:

Sets standards, develop qualification, and helps shape vocational education to align with industry needs	Ensure appropriate vocational education programme are being offered	Help direct investment to areas in need
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Our Values

Tika We are honest and open	Pono We are genuine and sincere	Aroha We are compassionate and caring	Mārama We seek clarity, understanding and wisdom
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Manaakitanga

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

Who We Serve

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

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

In our Statement of Strategic Direction, we have determined two sets of priorities: our strategic and internal priorities.

Our strategic priorities

- Giving effect to Te Tiriti o Waitangi and Supporting Māori-Crown relationships
- Enabling a vocational education system that is led by industry priorities and insights
- Contributing to an excellent vocational education system that offers fit-for-purpose programmes, standards, and qualifications
- Being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa New Zealand

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

Our internal priorities

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

How our work programme enables us to achieve our priorities

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

Our work programme for this operating period, outlined in Appendix One, offers an overview of the projects we expect to deliver. Each project in our work programme enables us to achieve one or more of our strategic or internal priorities and to deliver our core functions.

As seen in Table 1, we have organised the projects from our work programme into three categories:

Priority transformational projects (must do): these projects have been identified as the most important

things for us to achieve in this operating period, as we believe they will have the highest transformative impact for the people we serve and the strongest contribution to achieving our strategic priorities.

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

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

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

Priority transformational projects (must do)	Functional projects (need to do)	Contributory projects (should do)
<ul style="list-style-type: none"> • Ringa Hora Outcomes Framework • TEC Investment Advice • Te Manu Arataki Leadership Project • He Rau Ranga Tira - Giving effect to Te Tiriti o Waitangi and Operationalising Mātauranga Māori into Business Operations • Māori, Hāpu and Iwi Industry Engagement Hui (Tuia) • Delivering actions resulting from Māori, Hāpu and Iwi Industry Engagement Hui (Tuia) • Completing the “Shaping of the Future of Service Skills” Project 	<ul style="list-style-type: none"> • Workforce Development Plans • Annual Reports • TEC progress reports • Qualifications System Products work plans • NZQA self-assessment reports • National External Moderation Plan • New Transformational Qualification Developments • Ringa Hora Operational Plan 2025/2026 • Establishing Ringa Awhi projects with Industry 	<ul style="list-style-type: none"> • National Service Sector Summit • Qualification Skill Pipeline Alignment Initiative • Enhancing Formal Qualifications Adoption in the Services Industry Research Plan • Service Industry and Qualifications Data Repository • Service Industry Labour and Skills Shortage Projection and Response Model • Māori in the Service sector project • Pacific Industry Hui • Tāngata Whaikaha Action Plan • Quality Assurance webinar series • Māori and Pacific Industry Specific Hui

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

Table 2 shows our foundational ‘building block’ activities, which support our work programme. These activities do not appear in our work programme as they are ongoing. They form the foundation of our organisation and are critical to delivering our work programme and achieving our priorities.

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

Poumatua	Strategy and Advice	Qualifications and Quality Assurance	Partnerships and Engagement
<ul style="list-style-type: none"> Delivering and embedding He Rau Ranga Tira - Giving effect to Te Tiriti o Waitangi within Ringa Hora Building a diverse and inclusive workforce 	<ul style="list-style-type: none"> Strengthening organisational culture and values Delivering strong governance practices Embedding operational policies and processes Keeping our kaimahi healthy, safe, and well in the workplace Delivering marketing and communications Developing policy, data, and insights Identifying initiatives to strengthen the role of vocational education in Service sector workforce development Developing and maintaining a data platform that systematically captures qualitative and quantitative industry insights to inform decision-making Building and developing kaimahi capability Contingency planning 	<ul style="list-style-type: none"> Developing & maintaining qualification and standards Developing & maintaining micro-credentials Delivering pre & post moderation Delivering programme endorsement Developing tools to support standard setting and quality assurance functions for kaupapa Māori and kaupapa Pacific. 	<ul style="list-style-type: none"> Engaging and partnering with industry, collaborators, and other interested parties Working with industry and providers to lift the adoption of vocational training in the Service sector. Establishing and growing Tāngata Whaikaha relationships Connecting and growing relationships with Pacific organisations Connecting and growing relationships with iwi, hāpu and Māori organisations

A proportion of our daily activity also supports wider policy development that impact the Service sector. This includes, providing workforce insights to the Ministry of Business, Innovation and Employment to ensure consistent decision-making across employment, skills, and immigration policy; and working with the Ministry of Education, NZQA and TEC on proposed changes to the Vocational Education System.

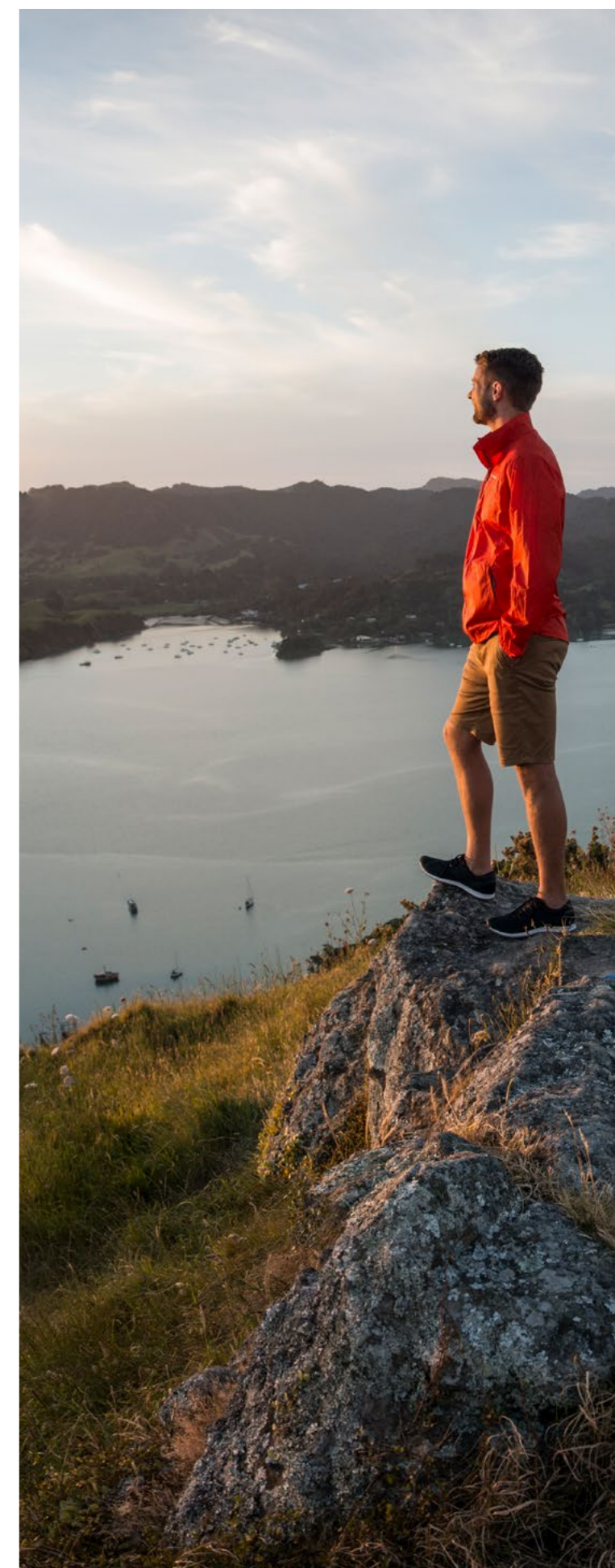
Opportunities to enhance our work programme in this operating period

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

We have also identified several external factors that may impact our ability to deliver our work programme:

- Change in strategic direction for the vocational education system:** Changes in strategic direction for the vocational education system are likely to impact us over this operating period. To manage this, we will engage with policymakers regularly and stay informed about any new direction and legislative developments. This will enable us to manage risk and respond accordingly.
- Economic uncertainty:** Factors like inflation, currency fluctuations, and trade disruptions may affect our financial stability and the stability of the sector businesses we serve. To manage this, we will closely monitor economic indicators, maintain a robust financial risk management strategy, and build flexibility into our budgeting and expense management processes.
- Technological Disruptions:** Much like the Service sector, we also face challenges relating to technological disruption, as advances in automation, artificial intelligence, and robotics change the way we do work. To manage this, we will prioritise developing a forward-thinking, agile workforce equipped with the necessary skills to adapt to changing job requirements.
- Climate change and adaptation:** Small-medium-sized businesses face significant challenges as they consider how to plan for and adapt to new challenges posed by climate change. Extreme weather events, changing legislative and regulatory requirements, and geographical shifts may compromise financial sustainability and resources for engagement. To manage this, we will closely monitor emerging trends, develop, and maintain, a contingency plan and foster collaborative networks for sharing best practice.

Flexibility, continuous communications, and iterative planning will be essential to navigate the changing political landscape, economic uncertainty, technology disruptions and any other challenges that arise.



Governance and Operating Context

Te Horopaki Mana Whakahaere me te Horopaki Mamahi

Alignment of operations with role and vision

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

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

Council monitoring of work programme

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

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

Our Council monitors our work programme through a governance work plan provided in Appendix Three. The governance work plan sets out the role of the Council and its supporting committees. Additionally, it maps out what information needs to be provided to our Council when to ensure our work programme remains aligned with our priorities.

Our Council is held to account through internal reviews such as internal audits and annual independent Health, Safety and Wellbeing assessments. Independent skills capability assessments as required by our funding agreement are completed annually. For this operating period, an independent governance expert will be used to work with our Council on assessing their skills and capability (early to mid-financial year), training for any development areas will be arranged based on this assessment.

Key operational and reporting milestones

Key operating and reporting milestones are outlined in our work programme

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

2023/24 activities to be delivered in 2024-26

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

A small number of activities from the last operating period are being carried out in this operating period, as seen in Table 3. These are represented in our work programme as 'Connection to activities identified in 2023/24.'

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

Activity from the last operating period	Continuation in our work programme for this operating period
Ringa Hora Outcomes Framework	Reshaping of: Ringa Hora Impact Measure Framework - (He Ara Waiora in action) activity from the 2023/24 work programme. To be largely complete prior to the end of 2023/24
Complete the "Shaping the Future of Service Skills" Project (Waihangatia te Āmua Ao) project	Continuation of the "Shaping the Future of Service Skills" Project (Waihangatia te Āmua Ao) activity from the 2023/24 work programme. Due to the complexity of this project, it will continue into the 2024/25 year.
Establish Ringa Awhi projects with industry	Continuation of "Continue to manage the Ringa Awhi Fund (formerly SIQ fund)"
He Rau Ranga Tira - Giving effect to Te Tiriti o Waitangi	Builds on "Embed the Ohu Ahumahi Te Tiriti o Waitangi kaupapa" activity from the 2023/2024 work programme and "Ohu Ahumahi Mātauranga Māori Principles and Guidelines" activity from 2023/2024 work programme.

Performance measures

We will use a range of measures to assess our performance over this operating period

Our performance measures are designed to determine how well we are connecting with our industries and the key groups we serve and how we represent their interests within the functions we deliver.

We will focus on three key areas as outlined by TEC:

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

Function measures

We have put in place a range of measures to track how well we're delivering our legislative functions

Table 4. Function measures for this operating period.

Function	Description of output	Measures of success (2023/24)	Key performance indicators	Notes
Developing and setting qualifications, standards, and credentials ⁵	Skill standards, qualifications, micro credentials, national curricula, and capstone assessments are developed and maintained, and meet industry standards (QSP)	QSP1: SMART performance measures are agreed with NZQA and reported against for 2024/2025 and 2025/2026	QSP1a: Measures are agreed with NZQA and submitted to TEC by 31 May 2024 QSP1b: Progress against these measures is reported in TEC progress reports for the operating period	
		QSP2: Our annual self-assessment report, which includes our assessment of how we delivered our Qualification and Standard setting function in the past year is accepted by NZQA	QSP2a: Self-assessment report submitted on time to NZQA. QSP2b: Self-assessment report accepted by NZQA; report receives a high rating from NZQA, as determined by the NZQA's rating system	Our rating is important as it formally assesses our strengths and weaknesses and provides assurance that our delivery is effective and, or, that we're improving were we need to be
Endorsing programmes and moderating assessments	Providers programmes are endorsed on behalf of industry, and standards and qualifications are moderated (QA)	QA1: SMART performance measures are agreed with NZQA and reported against for 2024/2025 and 2025/2026	QA1a: Measures are agreed with NZQA and submitted to TEC by 31 May 2024 QA1b: Progress against these measures is reported in TEC progress reports for the operating period	
		QA2: Our annual self-assessment report, which includes our assessment of how we delivered our Quality Assurance functions in the past year is accepted by NZQA	QA2a: Self-assessment report submitted on time to NZQA. QA2b: Self-assessment report accepted by NZQA; report receives a high rating from NZQA, as determined by the NZQA's rating system	
Leadership and Engagement	Our engagement strategy is delivered and enables Ringa Hora to achieve key outcomes (L&E) Māori, iwi and hapū are engaged with and their input is used to inform Ringa Hora's mahi (L&E)	L&E1: We understand the full range of our industries and the key groups we serve	L&E1a: Map(s) of industry and the key groups we serve are in place and reviewed annually.	Includes regional distribution
		L&E2: The breadth and depth of our engagements with our industries and the key groups we serve increases over time	L&E2a: Baseline targets for engagement are established. L&E2b: Measurements against engagement targets are tracked in Aka Kōrero and achieved. L&E2c: Targets are reviewed annually.	Baseline workshop will be completed before the start of the 2024 financial year. Includes regional distributions. Includes collaborative engagement across Ohu Ahumahi
		L&E3: Our industries and the key groups we serve; provide positive feedback to us about the way we engage with them, understand our value proposition, and are confident in our ability to deliver value to them through our functions	<i>Annual Survey</i> L&E3a: Annual Ringa Hora engagement survey is delivered and used to establish baseline engagement and confidence scores. L&E3b: Baseline engagement and confidence score targets are determined. L&E3c: Ringa Hora engagement survey delivered annually and engagement and confidence score targets are achieved. <i>Post engagement follow-up Survey</i> L&E3d: Short post engagement pulse survey created and implemented. L&E3e: Targets for post engagement pulse survey determined. L&E3f: Targets for post engagement pulse survey consistently met (quarterly). L&E3e: Targets for post engagement pulse survey determined. L&E3f: Targets for post engagement pulse survey consistently met (quarterly).	Surveys to target only those that we engage with Includes how we engage to inform our qualification system product and quality assurance functions. The Annual Ringa Hora engagement survey will be used as a tool to measure performance across multiple functions.

⁵ Capstone assessments are considered part of skill standard development.

Function	Description of output	Measures of success (2023/24)	Key performance indicators	Notes
	Workforce Development Plans (WDPs) are published and updated annually with the latest industry data, insights, and joint actions between Ringa Hora and industry (L&E)	L&E4: WDP (Workforce Development Plans) produced annually	L&E4a: WDP published annually	This includes developing an understanding of the needs of migrant businesses and their workforce priorities.
		L&E5: Annual WDP includes data, insights, challenges & priorities and joint actions for industry and the key groups we serve	L&E5a: Annual WDP clearly includes data, insights, challenges, and priorities and identifies joint actions. L&E5b: There is evidence of input into the WDP from industry and the key groups we serve. L&E5c: Annual Ringa Hora engagement survey ⁶	
		L&E6: Regional economic priorities are included and addressed in our annual WDP	L&E6a: Annual WDP clearly identifies regional economic priorities. L&E6b: Annual Ringa Hora engagement survey ⁶	
		L&E7: Actions identified in annual WDP are implemented on time and to a high quality	L&E7a: Actions are tracked via a formal system and progress is monitored on a quarterly basis. L&E7b: Annual Ringa Hora engagement survey ⁶	
Advisory role to TEC and representation for industry	Advice is provided to the TEC to the required standard and timeframe (A&R)	A&R1: Our advice is provided to the TEC on time and to a standard that enables them to use it	A&R1a: Advice is provided to the TEC on time (timeframes determined by TEC) A&R1b: All advice receives a “good” rating from TEC for workforce need and impact (or the equivalent, as determined by the TEC’s rating system)	As above, our rating is important as it formally assesses our strengths and weaknesses and provides assurance that our delivery is effective and, or, that we’re improving were we need to be
		A&R2: Advice is informed by the needs of industry, directs funding to ensure better outcomes for priority learner groups, and is supported by our industries and the key groups we serve	A&R2a: Advice to TEC is published. A&R2b: There is evidence of input into advice from our industries and the key groups we serve. A&R2c: There is evidence of data, analytics and research which also informs our advice. A&R2d: Consideration of improving outcomes for priority learner groups is clearly identifiable in advice. A&R2e: Annual Ringa Hora engagement survey ⁶	
		A&R3: Regional economic priorities are included and addressed in our Advice to TEC	A&R3a: Regional economic priorities are represented and clearly identifiable in advice	

⁶ The Annual Ringa Hora engagement survey will be used as a tool to measure performance across multiple functions, in particular for our Workforce Development Plan and Associated Industry Action Plans and our Advice to TEC. The survey will provide the opportunity for industry, Māori and the other key groups we serve to validate these outputs and confirm that their input has been accurately reflected in them.

Impact measures

We will measure our impact using the impact measures outlined by TEC

Table 5. Impact measures for this operating period.

VET system benefit	Key performance indicators	Measure	Frequency
A stronger voice for learners, industry, employers, Māori employers and regions, including iwi development	% of key industry and Māori sector stakeholders who agree their priorities are understood and effectively communicated by WDCs	To assess the levels of confidence of the main industry bodies and Māori sector stakeholders that their priorities are understood by the WDCs, and that the WDCs are effectively communicating these priorities to the sector	Reported annually in the August 2025 and August 2026 progress reports
Relevant vocational education meeting the skill needs of learners, industry, employers, regions, Māori, iwi and hapū	% of key industry and Māori sector stakeholders that are confident graduates will have the relevant skills	Evidence that the main industry bodies and Māori sector stakeholders are confident that the system changes will result in graduates having the relevant skills	Reported annually in the August 2025 and August 2026 progress reports
Relevant vocational education meeting the skill needs of learners, industry, employers, regions, Māori, iwi and hapū	% of key industry and Māori sector stakeholders that agree graduates have the relevant skills	Evidence that the main industry bodies and Māori sector stakeholders agree courses and qualifications have equipped learners with the skills relevant to employers	Reported annually in the August 2025 and August 2026 progress reports

Management measures

We will measure our management approach using measures outlined by TEC

Table 6. Management measures for this operating period.

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

Organisational structure

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

Figure 4 shows our organisational structure as of March 2024. We will have 61 FTE (Full-Time Equivalent) when fully resourced.

As a small organisation we also use short term over, including fixed term and, or contract roles to cover surge capacity, to support one-off project delivery and to cover long term leave situations.

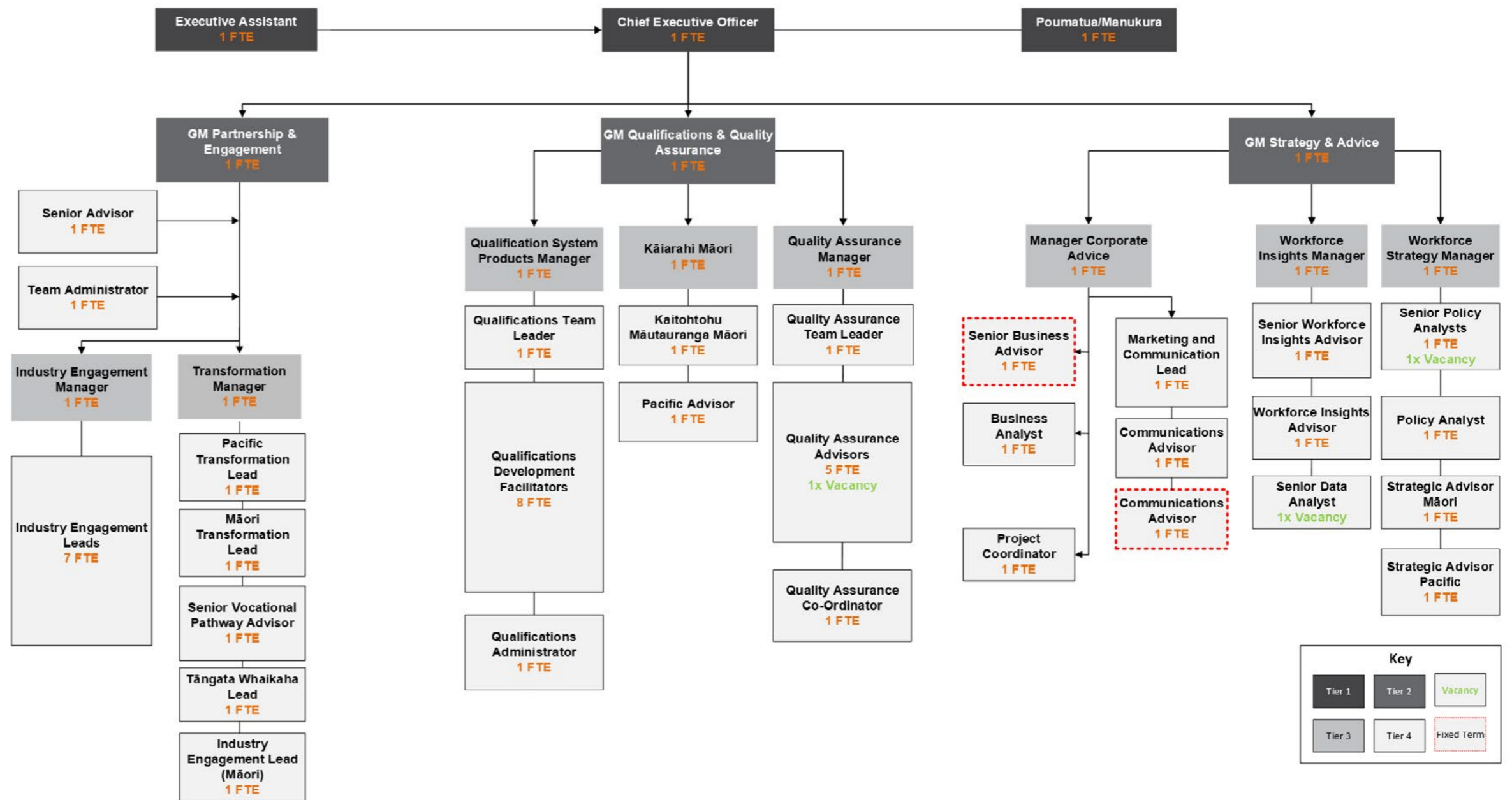
Our teams:

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

In our work programme – outlined in Appendix One, we have highlighted how each team contributes to each activity.

Our organisational structure is outlined in the diagram below.

Figure 4. Ringa Hora Organisation Structure





Delivery of Legislative Functions Te Whakatinanatanga o Ngā Ture

Leadership and engagement

Our engagement across the Service sector for this operational period will focus on delivering added value and strengthening understanding of our industries and the key groups we serve

To date our engagement activity has been focused on forming and developing relationships, building our organisational presence, and communicating our purpose in the vocational education system. Through this we have built a strong network of relationships, developed trust in our ability to deliver our functions, and enhanced our understanding of the needs of industry and the key groups we serve. Over this operating period, our engagement efforts will focus on strengthening this foundation. Specifically for this operating period we will:

- ❑ **Deliver added value** to our industries and the key groups we serve by demonstrating how our engagement with them feeds into our functions and helps them to address their challenges and priorities. We will do this by ensuring all parties are clear on the purpose of any engagement and by establishing mechanisms for seeking feedback on our engagements.
- ❑ **Develop a more balanced and nuanced view of industry needs** and broaden the input we gather from industry and the key groups we serve, by increasing our regional engagements, engagements with small and medium enterprises and engagements with industries with historically lower visibility in vocational education. We will do this by delivering events regionally, and by proactively seeking out or creating opportunities for engagement with these target groups.
- ❑ **Grow our understanding of the needs and aspirations of Māori, Iwi and Hapū, Pacific peoples and Tāngata Whaikaha** in the Service sector. We will do this through dedicated kaimahi whose roles are to grow and strengthen our network of connections across these groups, understand their needs, give them voice, and work alongside them to achieve their aspirations within the Service sector.

How we engage is informed by different factors, centered around being dynamic to the needs of those we engage with

Our approach to engagement, including how we prioritise where and how we engage, is based on many factors.

- ❑ We're guided by industry needs. We work with industry to ensure we're engaging with the right people, at the right times, and in the format that suits best. This means considering things like engaging outside of busy periods or attending already established meetings or events instead of creating new ones.
- ❑ We're guided by our work programme. We ensure key engagement activities are timed to ensure they inform delivery of our key activities.
- ❑ We take a cross functional approach to engagement. Internally, we take a cross-functional approach to engagement. This takes different forms and depends on the type and purpose of engagements. This coordinated effort is supported by monthly internal industry hui, attended by all functional areas of our organisation.

We engage in different ways for different purposes and outcomes

Our engagement activities are categorised into 5 engagement types, each with set purpose(s) and expected outcome(s).

Table 7: Types of Engagement Activities

Engagement type	Engagement Description	Purpose	Expected outcome(s)
1. Conferences or similar	<p>Attending planned industry conferences, summits, community specific and regional events, and other similar events. We most commonly have a 'stall' or speaking spot as part of attending these events.</p> <p>We may also run facilitated workshops at these events; however, this is treated as a different type of engagement (2. Below).</p>	<p>Identify and explore ideas that support industry actions and plans and are led by industry.</p> <p>Encourage and improve industry participation and collaboration in Vocational Education and Training.</p> <p>Develop an understanding through listening and discussion of the unique characteristics, challenges, trends, and emerging issues relevant to the industry.</p>	<p>These engagement activities enable us to:</p> <ul style="list-style-type: none"> Gather industry insight and input into our investment advice for TEC, Workforce Development Plans and associated Industry Action Plans and other key functions. Connect with and establish new relationships within each industry, this enables us to build a stronger and more diverse view of the needs of each Industry. Build on already developed relationships. Develop a better understanding of industry dynamics and how we can best collaborate to support them to address their needs. Inform conference participants (primarily industry, but also other interested parties) about the VET system including the role of Ohu Ahumahi.
2. Smaller targeted engagements	<p>Smaller, one to few engagements with industry or key groups– are either Ringa Hora or industry/key group organised.</p> <p>Includes conferences, wānanga or other similar events where Ringa Hora is invited to facilitate a targeted session.</p>	<p>Discuss specific issues, challenges and, or opportunities affecting industry and the key groups attending the engagement or hui.</p>	<p>These engagement activities enable us to:</p> <ul style="list-style-type: none"> Gather industry insight and input into our investment advice to TEC, Workforce Development Plans and associated Industry Action Plans, qualification product and credential developments, and other key functions. Build on already developed relationships.
3. Ringa Hora organised, one to many events.	<p>Ringa Hora organised, medium to large scale, engagement events for example the Māori, Hāpu and Iwi Industry Engagement Hui (Tuia).</p> <p>Many are wānanga style and involve shared agenda setting.</p>	<p>To discuss strategic issues.</p> <p>To foster collaborative problem solving between industry and the key groups we serve and Ringa Hora.</p> <p>To work directly with industry and the key groups we serve on our qualification system products.</p>	<p>These engagement activities enable us to:</p> <ul style="list-style-type: none"> Work with industry and the key groups we serve on tailored solutions to major challenges and to address specific needs in their industry. Ensure our Qualifications System product maintenance and development activities are informed and driven by our industries and the key groups we serve.
1. Ongoing / regular engagements usually project based or based on already existing relationships e.g., quarterly catch ups with Association CEs	<p>Ongoing/regular engagements are typically either long-term collaborations between us and our industries and the key groups we serve, or are based around project work that requires continuous connection over an extended period</p>	<p>To provide a regular contact point for us to maintain and develop relationships.</p> <p>To facilitate communication, coordination, and decision making involved in projects and initiatives.</p>	<p>These ongoing / regular engagements enable us to:</p> <ul style="list-style-type: none"> Build trust and foster continuous working relationships. Keep across industry and business trends relevant to the VET system and workforce development. Gather informal feedback on the performance of Ringa Hora functions and how we're supporting them. Ensure the success of projects and initiatives.
5. Ad hoc, unplanned engagement	<p>Ad hoc engagements are those that occur sporadically and are not part of a regular schedule.</p> <p>These can arise due to unexpected opportunities, urgent needs, or one-time specific requirements.</p>	<p>To address immediate or unforeseen needs not accommodated with the scope of regular meetings.</p>	<p>These ad hoc engagements enable us to</p> <ul style="list-style-type: none"> Capitalise on opportunities or address issues. Be flexible and respond quickly to unique situations or demands. Be kept across changes within our industries, so we can pivot and respond to industry need.



Our industry engagements are planned on an annual basis

Our forecast industry engagements are outlined in the Ringa Hora Engagement Plan – Appendix Four. This plan includes our known engagement activities. It covers only engagement activity for the 2024 calendar year as our engagement calendar is reviewed annually: acknowledging the need to be dynamic to industry needs.

We have also included our engagements across our Pacific business networks and vocational pathways work in this plan. We have a separate but complementary plan for engaging with Māori, iwi and hapū.

We use a range of tools to grow and develop our networks where we have fewer engagements planned for an industry or group. Tools include sponsoring events, sponsoring attendance at Ringa Hora events or meetings, identifying new connections, and inviting them to engage either one-on-one or by an invite to one of our events, and tapping into the networks of already established relationships.

Our engagement with Māori, Hapū and Iwi forms a key part of our engagement approach

Our commitment to engaging with Māori, iwi and hapū is demonstrated through ongoing efforts to foster meaningful, authentic, and inclusive interactions. This involves collaborative work among teams within Ringa Hora, across Ohu Ahumahi and with external agencies.

Our Māori business engagement plan (Appendix Five) outlines our planned engagements with Māori businesses for 2024. It is targeted at developing our network of Māori businesses, and strengthening our relationships to ensure the views and aspirations of Māori businesses are used to inform our mahi.

Our engagement with Iwi is delivered in two approaches:

- Through Te Rōpū Kaitakawaenga – a cross Ohu Ahumahi Iwi engagement group
- Directly by Ringa Hora

Across both approaches, Ringa Hora has engaged with six Iwi to date. Engagement initiatives include for the Te Manu Arataki Leadership Project. Engagements with Iwi will continue throughout the operating period. Which Iwi we engage with, and when, is guided first by the Iwi themselves.

Engagement with providers and NZQA also forms a significant part of our engagement activity

Our engagement with providers is primarily focused on delivery of qualification systems products and quality assurance functions. This involves working with providers on how we can improve the delivery of our functions. Where appropriate we also use these engagements to help broker relationships between providers and our industries.

We also engage regularly with NZQA. Our engagements with NZQA fall under three categories:

- **Communities of practice:** collaborative forums or groups facilitated by NZQA. These are aimed at sharing best practices, discussing challenges, and fostering a culture of continuous improvement within the VET system.
- **Fortnightly reporting sessions with all Ohu Ahumahi:** structured reporting and discussions with NZQA. These ensure transparency, accountability, and alignment of goals and activities with NZQA requirements and standards across Ohu Ahumahi.

- **‘Business as Usual’ interactions:** routine operational activities such as accreditation applications, compliance updates, and regulatory inquiries. These ensure ongoing communication and compliance with NZQA regulations and guidelines.

We measure our effectiveness and gather feedback to ensure our engagement is useful

Over this operating period, we will seek independent feedback on our performance from industry and the key groups we serve. To date our approach to seeking independent feedback on our performance has been ad-hoc. This operational period: we will implement a planned and deliberate approach to seeking feedback and measuring our effectiveness. This is outlined in the measures section of this document.

Insights gathered from engagements are complemented by data, analytics and research

Alongside insights gathered from industry and the key groups we serve, we use data, analytics, and research to further enhance delivery of our functions. This is particularly relevant to our annual Workforce Development Plan and associated Industry Action Plans, and our Advice to TEC (described in the section below).

Our Workforce Development Plans and associated Industry Action Plans are delivered annually.

Through our Workforce Development Plans and associated Industry Action Plans we aim to encourage collaboration and understanding within the Service sector to drive real change for industry and the key groups we serve. These plans pull on a range of sources to provide a strategic framework for addressing current and future skills needs, while also ensuring alignment with industry trends and demands. For 2024 and 2025 we aim to publish these in July.

Advice to TEC

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

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

In our investment advice we outline priorities for tertiary education funding across the suite of Service sector qualifications. TEC must give effect to this advice and demonstrate how they have used it to shape investment decisions.

We determine priorities for investment by considering:

- Workforce growth: Evidence of industry growth, workforce pipeline disruptions and demographic changes.
- Skill shortages: Evidence of labour shortages in volume at specific levels or in specific roles.
- Employment outcomes of training: Evidence of how each qualification is being used by the industry and the role it has in addressing skills and labour shortages for the identified industry. This also includes investing in new qualifications when appropriate.
- Regional economic priorities: Evidence of regional priorities and needs

Our investment advice also outlines:

- Qualifications or credentials we want to see changes in.
- Qualifications or credentials we believe TEC should consider new providers for.
- Newly developed qualifications or credentials which we believe TEC should support.

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

- The desire to see transformational change.
- The potential to impact immediate or long-standing change.

- The degree to which investment is possible and achievable for providers.
- Industry insights and challenges faced by different parts of the Service sector.

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

- Work across our Strategy and Advice and Partnerships and Engagement teams to gather and test advice with our industries and the key groups we serve and engage with providers to inform and help support operationalising our advice.
- Work across our Strategy Advice team and Qualifications and Quality Assurance teams to understand how each qualification is being used and develop new products when appropriate.
- Analyse data sources, such as official statistics, research by Ringa Hora and external groups to inform our advice.
- Collaborate across Ohu Ahumahi by jointly developing common themes for advice, sharing our approaches to developing advice, identifying mutual areas of interest and working together on shared forward looking workforce research, such as, the Ohu Ahumahi Future Workforce Research' project, the Leadership project and the Shared Data Platform to enhance our advice.

To enhance our investment advice over this operating period we will:

- Improve our data and research functions to support future investment advice and workforce development planning, through activities outlined in our work programme such as the Service sector Qualifications Data Repository and the Service sector Labour and Skills Shortage Projection and Response Model.
- Develop our ability to address the needs of Tāngata Whaikaha and other smaller industries in our advice. To bridge this gap, we are undertaking the Tāngata Whaikaha Action Plan outlined in our work programme.

Qualifications System Products and Quality Assurance

We translate the skills gaps and needs of the Service sector into relevant standards, qualifications and newly introduced micro-credentials.

Our Qualifications System products team works closely with industry, education organisations, and other interested parties to develop and maintain qualifications, standards and newly introduced micro-credentials, to meet the skill needs of the Service sector.

The Qualifications System products team has produced a 2024-2026 work plan outlined in Appendix Six, which sets out our anticipated key activities.

This plan encompasses a range of projects organised by four main categories of work:

- Exploration and Co-development of new transformational qualification system product developments:** One of our primary objectives is to explore and collaboratively develop new qualifications, micro-credentials, and skill standards in direct response to identified industry needs. For instance, initiatives such as the 2023 Culinary Koha and the Future of Service Skills project highlight our proactive approach in addressing emerging trends and skill gaps within the Service sector.
- Scheduled Maintenance:** Keeping our qualifications and skill standards current and relevant is one of our key legislative functions. This proactive approach involves thorough scoping, extensive liaison, and comprehensive consultation with industry and the key groups we serve. Through this process, we aim to introduce necessary revisions, updates, or potentially discontinue outdated qualifications or skill standards, thereby ensuring our qualification system products consistently meet industry expectations. Additionally, this maintenance work often serves as an opportunity to identify and develop new micro-credentials to complement existing qualifications and standards.

- Unplanned Maintenance:** We understand that unforeseen circumstances, such as legislative changes or shifts in industry requirements, may necessitate immediate adjustments to our Qualifications System products. Therefore, a portion of our mahi is allocated to address unplanned maintenance requirements. This agility enables us to swiftly respond to evolving industry dynamics and ensure the continued relevance and effectiveness of our Qualifications System products.
- Micro-credential Registration Support:** We support providers seeking registration for micro-credentials falling under Ringa Hora coverage. We conduct thorough evaluations to ascertain the suitability and alignment of these micro-credentials with established quality standards. Upon verification, we give providers a letter of support to include in their application for registration with NZQA, thereby facilitating the recognition and adoption of valuable micro-credentials within the vocational education ecosystem.

We moderate assessment materials against Ringa Hora unit standards to ensure consistent industry standards and learning outcomes across all delivery modes.

Our Quality Assurance team ensures that educational products are fit for purpose and meet the needs of industry and ākonga learners. In line with this, the team is responsible for conducting moderation activities to confirm that assessment materials developed by providers are fair, valid, and consistent with national standards; and endorsing programmes developed by providers.

Pre and Post Moderation

We published our 2024 National External Moderation Plan at the start of Jan 2024. This plan aims to give providers information and relevant details about Ringa Hora's planned moderation activities, including pre-assessment and post-assessment moderation.

Our approach to moderation involves engaging and building relationships with industries and providers, which we believe leads to better outcomes for ākonga learners over time. Quality Assurance and moderation is a shared responsibility between the provider, Ringa Hora and NZQA. We will engage with providers during 2024 to review national external quality assurance and moderation activities via on-site visits, webinars, and resources such as videos and guidance documents which will be available on the website to support continuous improvement. This transition represents a departure from the traditional paper-based post-moderation approach employed by us in 2023, aiming to reduce duplication for providers while enhancing cooperation with NZQA to facilitate smoother operations within the system.

Our pre-assessment moderation workload is generally provider-driven, so we have little control or visibility of the volume of moderation that providers will request. Recognising this dynamic is important as it informs our approach to managing workload fluctuations effectively. We anticipate a higher workload from July – September 2024, coinciding with providers completion of significant amounts of assessment.

Programme Endorsement

Programme endorsement serves as a tool for industry to ensure qualifications and standards are delivered effectively and to a high standard. Industry's involvement in the endorsement process ensures that programmes align with current industry needs and demands.

More information on Ringa Hora's programme endorsement approach is available on the [Ringa Hora Website](#).

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

For programme approval to ensure successful outcomes, we work with providers at the beginning of their programme development process to ensure they have the support they need. We will continue to work closely with all providers in the programme endorsement space so there is some visibility into the expected workflow or programmes for endorsement.

Understanding workflow is important as the bulk of the programme approval process is provider-driven, so there can be a wide range of demands for endorsement and managing the 20 working day turnaround.



Financial Management and Risk

Whakahaere Ahumoni me te Tūraru

Changes to the finance function

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

Delivery of the Finance Function

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

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

- ▣ **Chief Financial Officer** – strategic financial policy and advice and oversight of the finance function
- ▣ **Management Accountants (2)** – budgeting, forecasting, financial modelling, project reporting, external reporting
- ▣ **Financial Accountants (2)** – monthly financial reporting, Treasury, procurement, annual reporting, and external audit
- ▣ **Assistant Accountant** – financial accounting services, payroll, expense and credit card management, procurement
- ▣ **Accounts Officer** – Accounts payable, Accounts receivable, Bank reconciliations
- ▣ **Internal Auditor** – conduct internal audits following a risk-based triennial audit plan

Financial Policies and Procedures

Financial policies remain in place and fit for purpose. Hāpaitia has developed a comprehensive set of Finance and Assurance policies currently subject to an annual review process.

Key Financial Controls and Systems

All financial controls and systems remain in place and are reviewed on an annual basis. Key controls and systems include:

- ▣ Workday Adaptive “Rangatahua” financial planning system– Hāpaitia manages a financial planning system used to manage financial reporting, budgeting, and forecasting for all Ohu Ahumahi. This will continue to be used in this operating period. Ringa Hora management revises forecasts monthly and provides reports as part of regular reporting to the Ringa Hora Council.
- ▣ Internal Audit – Hāpaitia delivers an internal audit function covering multiple areas including sensitive expenditure, payroll, accounts payable and legislative compliance. A schedule of Internal Audits is approved at the beginning of each financial year. Ringa Hora management provides internal audit reports to the Ringa Hora Council on a quarterly basis.
- ▣ Financial Management Information System (FMIS) – Hāpaitia implemented a new FMIS in October 2023 to manage expenses and accounts payable. The system is complemented by a comprehensive training system and process documents and training materials to assist in its use. This will continue to be used in the operating period. Ringa Hora management analyses sensitive expenditure on a monthly basis and provides monthly reports to the Ringa Hora Council and FAR committee Chairs on sensitive expenditure. A ‘responsible credit card’ use policy was implemented in the previous operating period which has provided an additional control for Ringa Hora to manage credit card expenditure.

Details of any re-forecasting

At the time the budget for this operating period was set Ringa Hora was forecasting a \$290,000 surplus for 2023/2024

At the time the budget for this operating period was set, Ringa Hora was forecasting a \$290,000 surplus for 2023/24, compared to the \$160,000 net surplus projected when the operating budget for the period was set.

The increase in forecast operating surplus is reflective of reductions in expenditure across most major expense categories throughout 2023/2024. Of note are lower than anticipated personnel costs, driven by deferred recruitment of our final three vacant organisational positions and a 3% CPI increase; and lower than anticipated travel and engagement costs driven by a move to a more fiscally conservative approach to travel. Interest income was also higher than anticipated.

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

Operating budget for this operating period

Table 8 sets out our proposed budget for this operating period and the forecast for the last operating period for comparison.

Table 8. Ringa Hora Budget summary for this operating period (2024-25)

	Forecast FY 23/24	Budget 24/25	Budget 25/26
	\$000s	\$000s	\$000s
TEC Funding	11,293	11,293	11,293
Other Income	178	148	161
Total Income	11,471	11,441	11,454
People Costs	7,918	8,163	8,345
Travel	431	359	367
Engagement, Meetings and Events	144	140	126
Qualifications and Assurance	26	-	-
Governance	260	276	276
Consultancy	287	105	106
Other Expenses	472	355	359
Operating Costs	9,538	9,398	9,579
Hāpaitia Costs	1,643	1%	330,000
Total Expenditure	11,181	11,038	11,236
Total Surplus / (Deficit)	290	403	218
Shared Services - Lease	132	117	117
Movement to Capital Reserve	(132)	(117)	(117)
Movement to Accumulated Surplus	422	520	335

Ringa Awhi

The Service IQ (Ringa Awhi) reserve originated from a transfer of funds from Service IQ to Ringa Hora during the establishment of Workforce Development Councils. The fund aims to facilitate collaborative workforce development projects for Associations in Retail, Hospitality, Travel and Tourism.

Over this operating period, we will work with recipients who have funds remaining on initiatives that align with their needs and our 2024 Workforce Development plan. We anticipate that all funding will be allocated to projects by the end of the 2024 calendar year and distributed by the end of the 2024/25 financial year.

Reserves

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

	Forecast FY 23/24	Budget 24/25	Budget 25/26
	\$000s	\$000s	\$000s
RESERVES			
Accumulated Surplus	1,013	1,532	1,867
Operating Reserve	1,884	1,884	1,884
Capital Reserve	964	847	730
Special Initiatives Reserve	3,000	2,000	1,000
Te Kahui Ahumahi Reserve	129	129	129
Ringa Awhi Reserve	2,288	2,436	2,584
Total Reserves	9,279	8,828	8,194

Notes on Reserves:

- The operating surplus is attributed to the Accumulated Surplus reserve balance.
- The Capital Reserve balance reduces each year by the amount of the shared service asset lease.
- The Ringa Awhi Reserve balance reduces each year by distributions made to eligible industry associations. Small increases in balance are attributable to interest earned on term deposits.
- The Special Initiatives Reserve is expected to be fully distributed by 30 June 2026. It is expected to be used for special research projects for industries not covered by the Ringa Awhi fund.
- The Operating Reserve holds 12 weeks of operating funds to cover adverse events.

Appendices

Āpitihanga

Appendix One – Ringa Hora Work Programme

Key:

Priority = Priority Transformational Projects (Must do)

Contributory = Contributory projects (Should do)

Functional = Functional projects (need to do)

Note: Completion dates are estimated as many initiatives, in particular new transformational qualification developments, may become more complex based on the input and needs of industry, Māori and the other key groups we serve.

Table 10. Ringa Hora Work Programme (ordered by start date and then by estimated completion date)

Activity	Type of activity	Description	Start Date	Estimated Completion Date	Frequency	Organisational Lead	Alignment to Strategic Priorities	Alignment with legislative functions	Connection to activities identified in 2023/24
Ringa Hora Outcomes Framework	Priority	Developing and implementing an outcomes framework to enable us to measure our ability to achieve outcomes in line with Treasury guidance	Starts in 23/24	Jul-24	One off - (BAU in the future)	Strategy & Advice	All	All	Reshaping of: Ringa Hora Impact Measure Framework - (He Ara Waiora in action) activity from the 2023/2024 work programme
2024 Workforce Development Plan	Functional	Developing our annual Workforce Development Plan and tracking of associated Industry Action Plans for 2024	Starts in 23/24	Jul-24	Annual	Strategy & Advice	Industry Led	Leadership	
Māori, Hāpu and Iwi Industry Engagement Hui 2024 (Tuia 2024)	Priority	Delivering targeted Māori industry engagement across the Service sector, both regionally and nationally based on needs and opportunities	Starts in 23/24	Sep-24	Annual	Partnerships & Engagement	Industry Led	Leadership	
Service sector Qualifications Data Repository	Contributory	Developing a central data repository that contains a wide range of qualitative and quantitative information related to Service sector qualifications. This will complement the data that's available in the Shared Data Platform	Starts in 23/24	Sep-24	One off - (BAU in the future)	Strategy & Advice	Learner Excellence	Leadership Develop and Maintain Qualifications and Standards	
2024 Annual Report	Functional	Operating requirement	Starts in 23/24	Oct-24	Annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	
TEC Investment Advice 2026	Priority	Advising TEC on industry needs for provision and support across the motu	Starts in 23/24	Oct-24	Annual	Strategy & Advice	All	Advisory and representative role	
New Transformational Qualification Development Project: Business Qualifications and Standards	Functional	Reviewing the existing landscape and revising/developing product to ensure a suite that meets industry needs.	Starts in 23/24	Jul-25 qualifications Dec-25 standards	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	
Service Sector Labour and Skills Shortage Projection and Response Model	Contributory	Developing a forward-looking model that predicts labour and skills shortages in the Service sector. This model will analyse current industry trends, workforce demographics and skill demand to anticipate future challenges for Service sector industries.	Starts in 23/24	Dec-24	One off	Strategy & Advice	All	Leadership	

Activity	Type of activity	Description	Start Date	Estimated Completion Date	Frequency	Organisational Lead	Alignment to Strategic Priorities	Alignment with legislative functions	Connection to activities identified in 2023/24
Māori in the Service sector project	Contributory	Developing a better understanding of Māori in the Service sector, including the workforce, businesses, pathways, and connections; and developing actions based on what we hear. Feeds into the Māori Workforce Development plan to be delivered later in the operational period.	Starts in 23/24	Dec-24	One off	Strategy & Advice	All	Leadership	
Tāngata Whaikaha Action Plan	Contributory	Developing, with the disability sector, industry, and key groups, a Tāngata Whaikaha - Disability Action Plan.	Starts in 23/24	Dec-24	One off - (BAU in the future)	Partnerships & Engagement	Industry Led	Leadership	
Enhancing Formal Qualification Adoption in the Services sector - Research Project	Contributory	Researching strategies for increasing the integration of formal qualifications into Service sector industries	Starts in 23/24	Feb-25	One off	Strategy & Advice	All	Leadership Develop and Maintain Qualifications and Standards	
Te Manu Arataki Leadership Project	Priority	Supporting industry to lift leadership capabilities across Aotearoa New Zealand. It will involve reviewing existing leadership credentials across the vocational education sector; and developing new products where appropriate. It is a cross Ohu Ahumahi project	Starts in 23/24	Mar-25	One off	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	
Complete the "Shaping the Future of Service Skills" Project (Waihangatia te Āmua Ao) project	Priority	Developing a new induction qualification pathway across the Service sector. Developed in conjunction with industry.	Starts in 23/24	Mar-25	One off	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	Continuation of the "Complete the "Shaping the Future of Service Skills" Project (Waihangatia te Āmua Ao) project" activity from the 2023/2024 work programme. Due to the complexity of this project, it will continue into the year 2024/2025.
He Rau Ranga Tira - Giving effect to Te Tiriti o Waitangi and Operationalising Mātauranga Māori into Business Operations	Priority	Embedding He Rau Ranga Tira within Ringa Hora. He Rau Ranga will guide Ohu Ahumahi on how to measure and understand the application of Te Tiriti o Waitangi in all aspects of Ohu Ahumahi work. This includes guidance on how self-reflection and review is undertaken and how Māori are included in shaping the vocational education system. Includes embedding approaches to support Ringa Hora kaimahi in operationalising Mātauranga Māori regardless of their role	Starts in 23/24	Jun-25	Poumatua		Give effect to Te Tiriti o Waitangi	All	Builds on "Embed the Ohu Ahumahi Te Tiriti o Waitangi kaupapa" activity from the 2023/2024 work programme and "Ohu Ahumahi Mātauranga Māori Principles and Guidelines" activity from 2023/2024 work programme.
Establish Ringa Awhi projects with Industry	Functional	Working with the Hospitality, Retail, Aviation, Tourism and Travel Industries (eligible recipients of Ringa Awhi) on projects to enhance outcomes in their industries.	Starts in 23/24	Jun-25	One off	Strategy & Advice	Industry Led	Leadership	Continuation of "Continue to manage the Ringa Awhi Fund (formerly SIQ fund)"
2024 NZQA self-assessment report	Functional	Completed the annual self-assessment report for NZQA – NZQA need to confirm content but from 2023 onwards, this will also include self-assessment of our quality assurance and qualifications mahi.	TBC NZQA to determine dates	TBC NZQA to determine dates	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards Endorsing programmes and moderating assessments	

Activity	Type of activity	Description	Start Date	Estimated Completion Date	Frequency	Organisational Lead	Alignment to Strategic Priorities	Alignment with legislative functions	Connection to activities identified in 2023/24
TEC progress report two 23/24	Functional	Operating requirement	Jul-24	Aug-24	Bi-annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	
Qualification and Skills Pipeline Initiative	Contributory	Mapping qualifications to corresponding career paths and skill development opportunities. This will provide a comprehensive roadmap for organisations to use to understand the role of qualifications in responding to skills and labour shortages, therefore enabling them to make informed decisions (related but different to initiatives 4 and 16)	Jul-24	Dec-24	One off - (BAU in the future)	Strategy & Advice	Learner Excellence	Leadership Develop and Maintain Qualifications and Standards	
Quality Assurance webinar series	Contributory	Delivering webinars aimed at growing best practices and developing relationships with moderators.	Jul-24	Dec-24	Annual	Qualifications & Quality Assurance	Learner Excellence	Endorsing programmes and moderating assessments	
Deliver Actions outlined in 2024 Workforce Development Plan	Functional	Delivering actions outlined in Ringa Hora 2024 Workforce Development Plans	Aug-24	Jun-25		Strategy & Advice	All	Leadership	
2025 Qualifications System Products work plan	Functional	Setting the Qualifications System products work plan for 2025	Oct-24	Jan-25	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	
2025 National External Moderation Plan	Functional	Developing the 2025 National External Moderation Plan.	Oct-24	Jan-25	Annual	Qualifications & Quality Assurance	Learner Excellence	Endorsing programmes and moderating assessments	
National Services Sector Summit 2025	Contributory	Delivering a Services sector conference across all our Service sector industries. This would bring our industries together in one place to discuss common themes, challenges and opportunities - in particular for collaboration - and to think aspirationally about the future together.	Oct-24	Mar-25	Annual	Partnerships & Engagement	Industry Led	Leadership	
Deliver actions resulting from the Māori, Hāpu and Iwi Industry Engagement Hui (Tuia 2024)	Priority	Delivering actions agreed from the Māori, hāpu and iwi Industry Engagement Hui (Tuia 2024)	Oct-24	Aug-25	Annual	Partnerships & Engagement	Industry Led	Leadership	
TEC progress report one 24/25	Functional	Operating requirement	Jan-25	Feb-25	Bi-annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	

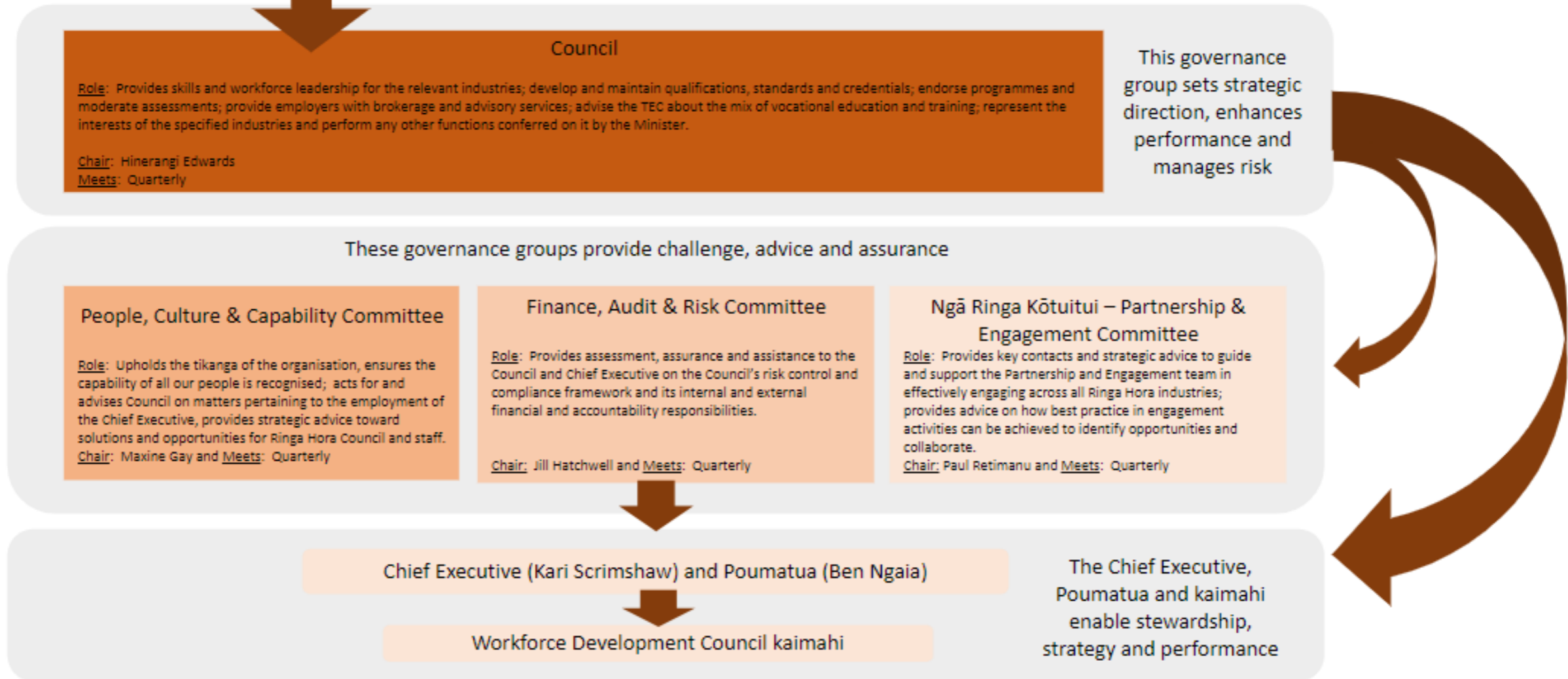
Activity	Type of activity	Description	Start Date	Estimated Completion Date	Frequency	Organisational Lead	Alignment to Strategic Priorities	Alignment with legislative functions	Connection to activities identified in 2023/24
New Transformation Qualification Development 2025 - degree level apprenticeships across Business Mgt	Functional	Developing a new large scale transformational qualification. On average we do one or two of these annually. The focus and scope will depend on industry needed and the scale of the development	Jan-25	Dec-25	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	
New Transformation Qualification Development 2025 - reset of level 1 and 2 school and transition to FoSS and inclusive of the foundational skills (literacy and numeracy)	Functional	Developing a new large scale transformational qualification. On average we do one or two of these annually. The focus and scope will depend on industry needed and the scale of the development	Jan-25	Dec-25	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	
2025 Workforce Development Plan	Functional	Developing our annual Workforce Development Plan and associated Industry Action Plans for 2025	Jan-25	Jun-25	Annual	Strategy & Advice	Industry Led	Leadership	
Māori and Pacific Industry Specific Hui 2025	Contributory	Delivering our annual Māori and Pacific Hui focusing on a specific industry - in 2023 this was Tourism, in 2024 it will be Aviation.	Mar-26	May-25	Annual	Partnerships & Engagement	Industry Led	Leadership	
2025 Annual Report	Functional	Operating requirement	Apr-25	Oct-25	Annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	
Pacific Industry Hui 2025	Contributory	Delivering targeted Pacific industry engagement across the service sector	Apr-25	May-25	Annual	Partnerships & Engagement	Industry Led	Leadership	
Māori, Hāpu and Iwi Industry Engagement Hui 2025 (Tuia 2025)	Priority	Delivering targeted Māori industry engagement across the service sector, both regionally and nationally based on needs and opportunities	May-25	Sep-25	Annual	Partnerships & Engagement	Industry Led	Leadership	
TEC Investment Advice 2027	Priority	Advising to TEC on industry needs for provision and support across the motu	Jun-25	Oct-25	Annual	Strategy & Advice	All	Advisory and representative role	
2025 NZQA self-assessment report	Functional	Completing the annual self-assessment report for NZQA-NZQA still to confirm content, but from 2024 onwards this will include self-assessment of our Quality Assurance and Qualifications mahi.	TBC NZQA to determine dates	TBC NZQA to determine dates	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards Endorsing programmes and moderating assessments	
TEC progress report two 24/25	Functional	Operating requirement	Jul-25	Aug-25	Bi-annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	
Deliver Actions outlined in 2025 Workforce Development Plan	Functional	Delivering actions outlined in Ringa Hora 2024 Workforce Development Plans	Aug-25	Jun-26		Strategy & Advice	All	Leadership	
Māori Workforce Development Plan	Contributory	Developing a Māori Workforce Development Plan informed by Pakihi Māori.	Sep-25	Jun-26	Annual	Strategy & Advice	All	Leadership	

Activity	Type of activity	Description	Start Date	Estimated Completion Date	Frequency	Organisational Lead	Alignment to Strategic Priorities	Alignment with legislative functions	Connection to activities identified in 2023/24
Pacific Workforce Development Plan	Contributory	Developing a Pacific Workforce Development Plan informed by Pacific Peoples	Sep-25	Jun-26	Annual	Strategy & Advice	All	Leadership	
2026 Qualifications System Products work plan	Functional	Setting the Qualifications System products work plan for 2026	Oct-25	Jan-26	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	
2026 National External Moderation Plan	Functional	Developing the 2026 National External Moderation Plan	Oct-25	Jan-26	Annual	Qualifications & Quality Assurance	Learner Excellence	Endorsing programmes and moderating assessments	
National Services Sector Summit 2026	Contributory	Delivering a Services sector conference across all our Service sector industries. This would bring our industries together in one place to discuss common themes, challenges, and opportunities – in particular for collaboration and to think inspirationally about the future	Oct-25	Mar-26	Annual	Partnerships & Engagement	Industry Led	Leadership	
Deliver actions resulting from the Māori, Hāpu and Iwi Industry Engagement Hui (Tuia 2025)	Priority	Delivering actions agreed from the Māori, Hāpu and Iwi Industry Engagement Hui (Tuia 2025)	Oct-25	Finishes post operating period	Annual	Partnerships & Engagement	Industry Led	Leadership	
Ringa Hora Operational Plan 2026-2028	Functional	Reporting requirement for TEC	Dec-25	Mar-26	Annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	
New Transformation Qualification Development 2026	Functional	Developing a new large scale transformational qualification. On average we do one or two of these annually. The focus and scope will depend on industry needed and the scale of the development	Jan-26	Finishes post operating period	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	
TEC progress report one 25/26	Functional	Operating requirement	Jan-26	Feb-26	Bi-annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	
2026 Workforce Development Plan	Functional	Developing our annual Workforce Development Plan and associated Industry Action Plans for 2026	Jan-26	Jun-26	Annual	Strategy & Advice	Industry Led	Leadership	
2026 Annual Report	Functional	Operating requirement	Apr-26	Finishes post operating period	Annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	
Māori and Pacific Industry Specific Hui 2026	Contributory	Delivering our annual Māori and Pacific Hui focusing on a specific industry - in 2023 this was Tourism, in 2024 it will be Aviation.	Mar-26	May-26	Annual	Partnerships & Engagement	Industry Led	Leadership	
Pacific Industry Hui 2026	Contributory	Delivering targeted Pacific industry engagement across the service sector (up to 3 forums annually)	Apr-26	May-26	Annual	Partnerships & Engagement	Industry Led	Leadership	
Māori, Hāpu and Iwi Industry Engagement Hui 2026 (Tuia 2026)	Priority	Delivering targeted Māori industry engagement across the service sector, both regionally and nationally based on needs and opportunities	May-26	Finishes post operating period	Annual	Partnerships & Engagement	Industry Led	Leadership	
TEC Investment Advice 2028	Priority	Advising to TEC on industry needs for provision and support across the motu	Jun-26	Finishes post operating period	Annual	Strategy & Advice	All	Advisory and representative role	

Governance at Ringa Hora

What informs our governance approach?

- How the Council performs its functions
- How the Council gives effect to the relevant parts of the tertiary education strategy
- The performance measures the Council uses to assess its performance against the goals and objectives set out in the statement (clause 8(2), the Order in Council)



Ringa Hora Workforce Development Council: governing our strategy

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



What are we here for?	Skills for life, wherever it takes you		
What do we want to achieve?	We serve Aotearoa New Zealand by responding to the current and future workforce needs of the Service sector.		
What is the difference we want to make?	To channel and amplify the voice of the Service sector within the vocational education system by undertaking our statutory functions and to give industries greater leadership and influence across the vocational education sector.		
How will we do it?	<p>Through demonstrating our values: Tika – we are honest and open Pono – we are genuine and sincere Aroha – we are compassionate and caring Mārama – we seek clarity, understanding and wisdom</p> <p>By giving effect to our statutory obligations:</p> <p>Skills Leadership – we lead and coordinate industry efforts to identify workforce needs and support the vocational education system and employers to meet those needs. Qualification System Products – we develop and maintain industry qualifications, training schemes¹, training packages, capstone assessments and skill standards that meet the needs of the Service sector. Moderation – we ensure learners have met a required standard when they are awarded a qualification by confirming that assessment materials are fit-for-purpose and that assessment decisions are fair, valid and consistent with the national standard.</p> <p>By focusing our efforts in line with our strategic role and priorities:</p> <p>Strategic Priorities Giving effect to Te Tiriti o Waitangi and supporting Māori-Crown relationships Enabling a vocational education system that is led by industry priorities and insights Contributing to an excellent vocational education system that offers fit-for-purpose programmes, standards, and qualifications Being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa New Zealand</p> <p>Programme endorsement – we provide industry with assurance that their needs will be met by programmes, and learners and employers with confidence that there is consistent and coherent programme delivery in the system. Advice to TEC – we guide and influence TEC’s investment decisions in vocational education and ensure that they meet the needs of the Service industries. Brokerage and advisory services – we help employers and industries meet their skill needs, and guide employers and industries on the importance of vocational education and training and improve learner worker experiences in the Service industries.</p> <p>Internal Priorities Uplift our Te Tiriti o Waitangi capability Build a diverse, high-performing team Nurture a collaborative culture in line with our values Model environmentally sustainable and adaptive practices</p>		
The inputs supporting our strategic role and priorities	<p>Evolving</p> <ul style="list-style-type: none"> • Ringa Hora Outcomes Framework • 2024 Workforce Development Plan • 2024 Annual Report • TEC Investment Advice 2024 • New Transformational Qualification Development Project: Business Qualifications and Standards • Service Sector Labour and Skills Shortage Projection and Response Model • Tāngata Whaikaha Action Plan • Enhancing Formal Qualification Adoption in the Services Sector - Research Project • Te Manu Arataki Leadership Project • He Rau Ranga Tira - Giving effect to Te Tiriti o Waitangi • Operationalise Mātauranga Māori into Business Operations • Establish Ringa Awhi projects with industry • 2024 NZQA self-assessment report • Qualification and Skills Pipeline Initiative <p>Notes</p> <ul style="list-style-type: none"> • Items are subject to change as the work programme evolves. • Includes regular items such as: Quarterly assurance and financial reporting, Health, Safety & Wellbeing, Risk discussions and Internal Audits • Governance self-assessments are completed annually in November, with actions resulting from these assessments implemented throughout the year 	<p>Maturity</p> <ul style="list-style-type: none"> • New Transformation Qualification Development 2025 - degree level apprentice across Business Management • 2025 Workforce Development Plan • 2025 Annual Report • TEC Investment Advice 2025 • 2025 NZQA self-assessment report 	<ul style="list-style-type: none"> • Māori Workforce Development Plan • Ringa Hora Operational Plan 2026-2028 • New Transformation Qualification Developments • 2026 Workforce Development Plan • 2026 Annual Report • TEC Investment Advice 2026 • Ringa Hora Contingency Plan

Appendix Three – Ringa Hora Engagement Plan

Notes:

1. Does not include Ad hoc engagement (type 5 as detailed in Leadership and Engagement section of operational plan)
2. Many items are annually and will repeat in 2025 and 2026, therefore engagement activities from early 2024 have been included in this plan

Table 11. Ringa Hora Engagement Plan

Quarter	Forecasted Engagement - Currently engaging or planning to engage	Date	Type
Q1	Aerosmith gateway development meeting	Jan - Mar 2024	Conference or similar
	Whaikaha National Pacific Meeting	Jan 2024	Ongoing/Regular meetings
	TEC Tahatū National Careers Strategy	Jan 2024	Regular/Ongoing meeting
	Engagement with NZ Airports, Regional perspectives	Feb - Apr 2024	Regular/Ongoing meeting
	Local Government Law Conference	Feb 2024	Conference or similar
	Whiria Nga Kaha Workplace Inclusion Aotearoa Conference 2024	Feb 2024	Conference or similar
	Ringa Awhi Aviation project	Feb 2024	Regular/Ongoing meeting
	Aviation NZ Training and development meeting	Feb 2024	Regular/Ongoing meeting
	Helicopter Aircrew	Feb 2024	Regular/Ongoing meeting
	Whiria Nga Kaha Workplace Inclusion Aotearoa Conference 2024	Feb 2024	Conference or similar
	P.A.C.I.F.I.C.A INC	Feb 2024	Conference or similar
	Wellington Pasifika Student Networking	Feb 2024	Conference or similar
	Ohu Ahumahi & The Pacific Business Trust MOC	Feb 2024	Ongoing/Regular meetings
	HETTANZ Project Collaboration	Feb 2024	Regular/Ongoing meeting
	South Waikato Hospitality Proposal Working Group	Feb 2024	Ringa Hora organised, one to many events
	New Zealand Disability Employers Network Meeting	Feb 2024	Smaller targeted event
	Connected/MSD Job Explore Event	Feb 2024	Conference or similar
	Residential Property Managers Conference (Hosted by REINZ (Real Estate Institute NZ))	Mar 2024	Conference or similar
	International Conference on Local Government and Public Administration	Mar 2024	Conference or similar
	Retail NZ Autumn Gift Fair	Mar 2024	Conference or similar
	Regional Cleaning AGM's	Mar 2024	Regular/Ongoing Meeting
	Cleaning Collective	Mar 2024	Regular/Ongoing meeting
	Niho Taniwha	Mar 2024	Conference or similar
	Safe and Secure Facilities (Security)	Mar 2024	Conference or similar
	NZ Cyber Security Summit	Mar 2024	Conference or similar
	NZ Government Data Summit	Mar 2024	Conference or similar
	New Zealand Agricultural Aircraft Association	Mar 2024	Regular/Ongoing meeting
Thrive: Financial Advice New Zealand Conference 2024	Mar 2024	Conference or similar	

Quarter	Forecasted Engagement - Currently engaging or planning to engage	Date	Type
	Financial Services Council Summit	Mar 2024	Conference or similar
	FSC24: Trans-Tasman Leaders' Summit	Mar 2024	Conference or similar
	Financial Advice NZ Conference	Mar 2024	Conference or similar
	ICNZ Conference - Insurance Control	Mar 2024	Conference or similar
	World Administrators Summit	Mar 2024	Conference or similar
	LawFest 2024	Mar 2024	Conference or similar
	NZ HR Awards	Mar 2024	Conference or similar
	Research Association APRC & RANZ (Restaurant Association of NZ) Conference 2024	Mar 2024	Conference or similar
	Biz Central Power of 3 Board Meeting	Mar 2024	Smaller targeted event
	Warbirds over Wanaka	Mar 2024	Conference or similar
	New Zealand Auctioneering Championships 2024	Apr 2024	Conference or similar
	Engagement and potential tour of Te Utanganui Hub	Apr 2024	Smaller targeted event
	Outstanding Security Professional Awards	Apr 2024	Conference or similar
	Pacific Hospitality Forum - Hospitality NZ	Apr 2024	Conference or similar
	Recruitment, Consulting, Staffing Association L&D roadshow	Apr 2024	Conference or similar
	National HR Summit New Zealand	Apr 2024	Conference or similar
	Pacific Hospitality Forum - Hospitality NZ	Apr 2024	Conference or similar
	Pacific Workforce Skills Reference Group	Apr 2024	Ongoing/Regular meetings
	Industry Engagement Hui 2025	Apr 2024	Ringa Hora organised, one to many events
	Service Sector CE Summit 2024	Apr 2024	Ringa Hora organised, one to many events
Q2	Reset 2024 - Property Council New Zealand	May 2024	Conference or similar
	New Zealand Women's Leadership Symposium 2024 - Retail NZ	May 2024	Conference or similar
	iMedia Online Retail Summit 2024	May 2024	Conference or similar
	TRENZ International Tourism Business Event	May 2024	Conference or similar
	Emerging Leaders' Summit	May 2024	Conference or similar
	Māori & Pacific Aviation Industry Hui	May 2024	Ringa Hora organised, one to many events
	M2 AI Summit 2024	May 2024	Conference or similar
	National Services Sector Summit for all 10 industries	May 2024	Ringa Hora organised, one to many events
	Pacific Industry Hui 2024	May 2024	Ringa Hora organised, one to many events
	Retail Leaders Forum	Jun 2024	Conference or similar
	NZ Cyber Security Leadership Summit 2024	Jun 2024	Conference or similar
	Facilities Intergrate (Security)	Jun 2024	Conference or similar
	Hospo Hui (RANZ)	Jun 2024	Conference or similar
	Meeting BEIA (Business Events Industry Aotearoa) 2024 Tradeshow	Jun 2024	Conference or similar
	New Zealand Learning & Development Leadership Summit 2024	Jun 2024	Conference or similar

Quarter	Forecasted Engagement - Currently engaging or planning to engage	Date	Type
	NZ Hotel Conference - Maximum Occupancy	Jun 2024	Conference or similar
	Flying New Zealand Conference	Jun 2024	Conference or similar
	2024 AFAANZ Conference	Jun 2024	Conference or similar
Q3	International Conference on Local Government and Urban Planning	Jul 2024	Conference or similar
	Ako Ararau, Tupua Conference	Jul 2024	Ringa Hora organised, one to many events
	Hospitality NZ Annual Conference	Jul 2024	Conference or similar
	AFAANZ Conference	Jul 2024	Conference or similar
	Risk and Resilience New Zealand Summit	Jul 2024	Conference or similar
	SuperLocal: Local Government New Zealand annual conference	Aug 2024	Conference or similar
	TECNZ Tourism Conference	Aug 2024	Conference or similar
	Aviation New Zealand Conference	Aug 2024	Conference or similar
	Financial Services Council Conference	Aug 2024	Conference or similar
	Kura-a-Iwi Conference	Aug 2024	Conference or similar
	NZEA Conference	Aug - Sep 2024	Conference or similar
	BYATA Conference	Aug - Sep 2024	Conference or similar
	The Property Conference	Sep 2024	Conference or similar
	Tawhia Kia Mau conference	Sep 2024	Conference or similar
	Tourism & Hospitality Forum Rotorua	Sep 2024	Conference or similar
	Leading Retailers Group	Sep 2024	Regular/Ongoing meeting
	Contact Centre conference	Sep 2024	Conference or similar
Q4	6th Annual Contact Centre summit	Oct 2024	Conference or similar
	Recruitment, Consulting, Staffing Association NZ conference	Oct 2024	Conference or similar
	The PMC 2024 - New Zealand's Independent Property Management Conference (hosted by Property Technology Ltd)	Oct 2024	Conference or similar
	Local Government Risk Management Summit	Oct 2024	Conference or similar
	TIA Conference	Oct - Nov 2024	Conference or similar
	The Property Management Conference	Nov 2024	Conference or similar
	International Conference on Local Government and Rural Development	Nov 2024	Conference or similar
	Clean NZ Expo	Nov 2024	Conference or similar

Appendix Four – Māori Business Engagement Plan

Table 12. Māori Business Engagement Plan

Quarter	Forecasted Engagement - Currently engaging or planning to engage	Month	Region	Purpose/Impact/Expected Outcome
Q1	Ngāti Whātua Ōrākei Iwi Engagement	Jan-24	Tamaki Makaurau	Conference or similar
	Te Rōpū Pakihi	Feb-24	Otaki	Ongoing/Regular meetings
	Trust Tairāwhiti	Feb-24	Tairāwhiti	Regular/Ongoing meeting
	Te Rūnanga o Ngāti Porou	Feb 24	Tairāwhiti	Regular/Ongoing meeting
	Ako Aotearoa - Southern Regional Forum	Mar-24	Ōtepoti	Conference or similar
	Te Kupeka Umaka Māori ki Araiteuru (KUMA)	Mar-24	Ōtepoti	Regular/Ongoing meeting
Q2	Tāwhaki Aviation	Apr-24	Ōtautahi	Regular/Ongoing meeting
	Ngāi Tahu Tourism	Apr-24	Ōtautahi	Regular/Ongoing meeting
	Māori & Pacific Aviation Industry Hui Multiple stakeholders including: JNP Aviation, Air New Zealand, Aroha Helicopters, NZDF Airforce	May-24	Tauranga	Conference or similar
	Te Rau Hihiri	Jun-24	Te Whanganui-a-Tara	Conference or similar
	Te Awe Māori Business Network	Jun-24	Te Whanganui-a-Tara	
Q3	He Toronga Pakihi ki Taranaki	Jul-24	Taranaki	
	Whariki ki Tamaki Makaurau Te Hūmeka Māori Business Trust	Aug-24	Tamaki Makaurau Waikato	
	Māori, Hāpu and Iwi Industry Engagement Hui: Tuia 2024	Sep-24	Waikato	
Q4	KUMA Māori Business Event Murihiku/Otago	Oct-24	Otago - TBC Location	
	Te Tau Ihu Toiere Māori Business Network	Nov-24	Te Tau Ihu	
	Te Tai Tokerau	Dec-24	Whangārei/ Waitangi	

Appendix Five – Qualifications System Product Work Plan

Sector	Project Name	Due for review by...	Year activity will be undertaken (calendar year)	No of qualifications	No of standards	No of micro credentials	ID Numbers (Qualifications, Standard micro-credential)	New development or review of an existing product	Cross-WDC project	Comments/Notes on timing
Financial and Advisory Services	Financial Services qual review	24-Jan	2024	1			2315	Review	No	
Business & Professional Services	Organisation Risk & Compliance	24-Feb	2024	2			2609, 3979	Review	No	Likely completed before 1 July 2024
Cleaning Services	Cleaning quals review - L2&3 quals 2316 & 3025	25-Feb	2024/25	2		TBC	2316, 3025	Review	TBC	May involve Micro-credentials
Tourism & Travel Services	Tourism quals review - 4 quals L3-6	25-Feb	2024/25	4			2199, 2202, 2206, 2207	Review	No	
Hospitality & Food Services	Accom L3 qual 2103 review	26-Feb	2025/26	1			2103	Review	No	May combine with 2111 Hotel reception qualifications review due December 2025
Hospitality & Food Services	Cookery quals review - 3 quals L3-5	26-Feb	2024/25	3			2100, 2101, 2102	Review & new	No	May be impacted and bought forward from February 2026 review by the Culinary Koha project.
Hospitality & Food Services	Food & Beverage Service L3&4 quals review (2104, 2105)	26-Feb	2025/26	2			2104, 2105	Review	No	
Hospitality & Food Services	Hospitality L3 qual 4366 review	26-Feb	2025/26	1			4366	Review	No	
Hospitality & Food Services	Hospitality L5 qual 2109 review	26-Feb	2025/26	1			2109	Review	No	
Hospitality & Food Services	Hospitality Mgmt L5&6 quals (2539, 2540)	26-Feb	2025	2			2539, 2540	Review	No	
Tourism & Travel Services	Travel L4&5 quals review (2204, 2205) - timing may be earlier as sector TAAANZ exploring industry workforce and career taskforce in 2024/25	26-Feb	2024/2025	2			2204, 2205	Review	No	Sector want to work on reviewing product starting 2024 - Associated standards review due 2025
Real Estate & Rental Services	Real Estate L5&6 quals 3580, 4396	26-Apr	2025/26	2			3580, 4396	Review	No	
Aviation & Airport Services	Aeronautical engineering quals review	24-May	2024	1			2133	Review	No	
Hospitality & Food Services	Catering quals review	24-May	2024	2			2106, 2107	Review	No	
Retail & Distribution Services	Retail & Sales quals review	24-May	2024	5			2234 - 2238	Review	No	

Tourism & Travel Services	Tourism - Tour Guiding qual review	24-May	2024	1			2203	Review	Partly	Toi Mai
Business & Professional Services	Business quals review - 10 quals L3-6	25-Jul	2024/25	10			2452-2457; 2459-2462	Review & new	Partly	This will be split across projects - some part of the Leadership Project and some maintenance and potential new product development
Hospitality & Food Services	Hospitality - Beverage (Wine) 2 quals review L5&6	25-Oct	2025	2			4285, 4286	Review	No	
Financial and Advisory Services	Financial - Credit admin quals review	24-Nov	2024	2			2765, 2766	Review	No	
Govt. Security, Defence Services	Govt: Intelligence L3&5&6	24-Nov	2024	3			2392, 2394, 2396	Review	No	
Business & Professional Services	Legal Executive Studies L6 qual review - Open Polytechnic QD	21-Dec	2023/24	1			3508	Review	No	Open Polytechnic is the current QD and leading the review, prior to transferring it to Ringa Hora
Tourism & Travel Services - ex Toi Mai	Tourism - Casino Gaming	23-Dec		TBC	TBC	TBC	Casino Gaming - https://www.nzqa.govt.nz/framework/expire/domain.do?frameworkid=75304	New - exploring	Yes	Currently with Toi Mai (expiring existing product)but likelihood of transfer of coverage to Ringa Hora. Exploring new development in 2024
Aviation & Airport Services	Aeronautical Engineering - Core, Planning, QA, Technical support stds reviews	24-Dec	2024		50		3894-3900, 5428, 7245-7247, 27731, 28030-28032, 28034-28035, 28037-28039, 28463-28471, 29818-29820, 31990; 10803-10806, 20906-20910, 21144; 10807, 10997; 10793-10797	Review	No	
Aviation & Airport Services	Aeronautical Mechanical & Structures stds review	24-Dec	2024		54		23601, 4020-4021, 4023, 4024; 4025, 4027-4031, 4034, 4066, 29135; 3919 - 3922, 3924-3928, 7243, 7244, 20632, 20633, 28144, 30695; 4026, 4032-33, 4067-4073, 4075-4083, 23653, 28033, 28036, 28139, 28140	Review	No	
Aviation & Airport Services	Aircraft painting & servicing; aeronautical electroplating stds reviews	24-Dec	2024		38		4012-4015; 3901-3904, 3906-3909, 3911-3915, 3917, 3929, 3930, 20629-20631, 20634, 23165-23167, 30698, 23594-23600, 25612, 30693, 30694	Review	No	
Aviation & Airport Services	Aircraft powerplant & NDT stds review	24-Dec	2024		50		3401, 3403-3413, 4001, 23159, 28136, 28142, 29134; 3402, 3414-3422, 3424, 20635-20637, 23160-23164, 28137, 28143; 4084, 4086-4091, 4093-4097	Review	No	
Aviation & Airport Services	Avionic Electrical repair & Maintenance stds review	24-Dec	2024		65		3955, 3978, 3982, 3999, 4065, 22553-22556, 22565-22568, 22577, 22934, 22937, 22941-43, 30699-30700; 3943-3945, 3948, 4022, 22509-22518, 22520-22545, 22928, 30701, 30702	Review	No	
Aviation & Airport Services	Flight attendants stds review	24-Dec	2024		15		9244-9245, 21840-21844, 25453-25457, 28390	Review & new	No	
Aviation & Airport Services	Helicopter Std review	24-Dec	2024		21		4050-4052, 4060-4064, 22888-22889, 26138; 4053-4059, 17668-17669, 31984	Review	No	
Business & Professional Services	Business Administration (BAS 16 & BIP 6) Std Review	24-Dec	2024		22		121, 122, 327, 329, 1986, 11646, 11650, 21863, 21866, 21867, 21868, 26768, 32004-32006, 32106, 117, 18180, 32000-32003	Review & new	TBC	
Business & Professional Services	HRM stds review	24-Dec	2024		1		25682	Review	TBC	

Business & Professional Services	Quality Mgmt Stds review	24-Dec	2024		6		8084 - 8087, 19025, 32137	Review	Partly	Toi Mai
Financial and Advisory Services	Financial Services Professional Practice Stds review	24-Dec	2024		38		28362, 28382, 28385, 28389, 31855-31859, 31861-31877, 31879-31890	Review & new	No	
Aviation & Airport Services	Aeronautical Engineering - Avionic Instrument Repair standards L4 (22)	25-Dec	2024/25		22		3956, 3964, 3967, 3981, 3983-3984, 3994, 22557-22564, 22931-22933, 22935, 22939-22940, 22968	Review	No	
Aviation & Airport Services	Aeronautical Engineering -Aeronautical Armament standards L4-6 (25)	25-Dec	2024/25		25		4037-38, 4040, 4042-43, 4045, 4047, 17643, 17645, 17647, 17649, 17650-52, 17654, 17656-60, 17662-63, 17665-67	Review	No	
Aviation & Airport Services	Aeronautical Engineering -Aeronautical Storekeeping standards L3 (5)	25-Dec	2024/25		5		15885-15889	Review	No	
Aviation & Airport Services	Aeronautical Engineering -Aerospace Engineering standards L3-5 (18)	25-Dec	2024/25		18		32126-32134, 33168-33172, 33174-33177	Review	No	
Aviation & Airport Services	Aeronautical Engineering -Aircraft Furnishings and Equipment standards L4 (10)	25-Dec	2024/25		10		4002-4011	Review	No	
Aviation & Airport Services	Aeronautical Engineering -Aircraft Mechanical Repair and Overhaul standards L4 (13)	25-Dec	2024/25		13		3931-3933, 3935-3942, 7242, 30696	Review	No	
Aviation & Airport Services	Aeronautical Engineering- Avionic Radio Repair standards L4 (22)	25-Dec	2024/25		22		3979, 3996, 3998, 22546-22550, 22552, 22569-22576, 22929, 22936, 22938, 30703-30704	Review	No	
Aviation & Airport Services	Aeronautical Engineering Production Control standards L6 (5)	25-Dec	2024/25		5		32829-32833	Review	No	
Aviation & Airport Services	Aviation - Airport Customer Service standards L3 (8)	25-Dec	2025		8		27230-27237	Review	No	
Aviation & Airport Services	Aviation - Core standards (12)	25-Dec	2025		12		16818, 19585-19587, 20676-20677, 21834-21837, 23551-23552	Review	No	
Business & Professional Services	Business - Small Business standards L3&4 (7)	25-Dec	2025		7		29055, 29057-29060, 32340-32341	Review & new	TBC	
Business & Professional Services	Business - Systems and Resources Management (SRM) L3-5 standards (14)	25-Dec	2025		14		1988, 16342, 27515-27523, 29040, 29045, 29048	Review & new	TBC	
Business & Professional Services	Business - Workplace Relations standards L4 (4)	25-Dec	2025		4		27531-27532, 27534, 27537	Review & new	TBC	
Business & Professional Services	Business Organisational Direction and Strategy (ODS) L3-6 standards (21)	25-Dec	2025		21		7448-7449, 18509, 25778, 27762, 27764-27771, 29046-29047, 29049-29053, 29226	Review & new	TBC	

Business & Professional Services	Business Organisational Risk & Compliance Mgt L4&6 standards (16)	25-Dec	2024/2025		16		31691-31706	Review	No	Related to 2024 qualifications review - may expire
Business & Professional Services	Business People Development and Coordination (PDC) L3-6 standards (28)	25-Dec	2025		28		1987, 8495, 8498, 9735, 15190, 16614, 18336-18337, 23394, 23396-23397, 24874, 25450-25451, 27557-27558, 27563-27568, 29041-29044, 32346-32347	Review & new	Yes	
Contact Centres & Industry Support Services	Service Delivery standards (Industry Support) L2-5 (20)	25-Dec	2025		20		57, 62, 376, 378, 11815-11816, 11818, 11826, 26255, 27927-27929, 27935-27936, 27938, 27960-27962, 28145-28146	Review & new	Yes	
Financial & Advisory Services	(Bus) Financial mgmt standards L3-5 (16): Credit admin (6); Credit mgmt (9); Financial skills (1)	25-Dec	2025		16		16757-16759, 21415-21416, 32193; 16760-16761, 16959, 16960, 17701, 17703-17704, 32189, 32194; 8503	Review & new	TBC	
Govt, Security, Defence Services	(Bus) Public sector core skills standards L3&4 (15)	25-Dec	2025		15		17213-17214, 19906, 31581-31592	Review & new	TBC	
Govt, Security, Defence Services	(Bus) Public sector Māori standards L3-6 (14)	25-Dec	2025		14		14943, 14950, 16214, 16218, 16224-16225, 26529-26536	Review & new	TBC	Cross SSB - MQS
Govt, Security, Defence Services	G-Reg quals review - 5 quals L3-6	25-Dec	2025	5			2774 -2778	Review	No	
Govt, Security, Defence Services	Security standards L3-6: 2 domains - Security Mgmt (18); Security staff services (4) = 22 stds.	25-Dec	2025		22		15282-15284, 19751-19760, 20304, 25625, 25628, 32083-32084; 21738-21739, 22429, 32082	Review & new	No	
Hospitality & Food Services	Hospitality Accom L4 hotel reception qual 2111	25-Dec	2025	1			2111	Review	No	Maybe combine review with L3 accom qualifications 2103 due February 2026
Real Estate & Rental Services	Real Estate Salesperson & Residential Property Mgt 2 x L4 quals	25-Dec	2025	2			1809, 3111	Review	No	
Real Estate & Rental Services	Real estate standards L3-5 (26): 3 domains - Real Estate Practice & Law (11); Residential & Commercial Property Mgmt (13); Rural Residential Commercial & Business Sales (2)	25-Dec	2025		26		15500, 22311, 23134-23137, 23140-23141, 26148-26149, 29882; 27485, 27489, 27494, 27774-27775; 29636-29638, 29640, 29642-29645; 23157, 26150	Review & new	No	
Tourism & Travel Services	Travel standards L3-5 (56 stds)	25-Dec	2024/25		56		3727, 3750, 5068, 9729-9731, 18205-18206, 18211-18215, 18218, 18220-18222, 18282, 20490, 25189-25195, 25499-25504, 25507-25509, 26461-26468, 26470-26471, 28122-28129, 28749-28751	Review & new	No	Associated qualifications review due February 2026, but sector want to work on reviewing product starting 2024
Aviation & Airport Services	Airport Operations standards	26-Dec	2026		61		8875-8876, 8878-8882, 8884-8888, 11666-11669, 13414-13423, 17347-17349, 17351-17355, 17357, 25200-25207, 28995-29009, 32762-32765	Review & new	No	
Business, Professional and Personal Services	Business Admin Services standards	26-Dec	2026		15		29024-29027, 29029-29034, 29036, 29038, 32348-32349, 32514	Review & new	Yes	
Cleaning Services	Cleaning and Caretaking standards - 4 domains	26-Dec	2026		21		29385, 29390, 29394, 28350-28357, 29382-29384, 29386, 29388-29389, 29391-29393, 28358	Review & new	TBC	
Government, Security & Defence Services	Intelligence Analysis standards	26-Dec	2026		20		28474-28491, 32856-32857	Review & new	TBC	

Government, Security & Defence Services	Public Sector compliance standards - 2 domains	26-Dec	2026		41			26927, 29207-29215; 18503, 26904, 29179-29204, 29216, 32861-32862	Review & new	TBC	
Hospitality & Food Services	Hospitality Cookery standards	26-Dec	2026		76			13271-13285, 13288-13289, 13291, 13293, 13299-13301, 13304-13305, 13307, 13310-13311, 13314-13317, 13319-13320, 13322-13323, 13325, 13327, 13329, 13331-13334, 13336, 13343-13344, 19840, 22034-22039, 22234, 24525-24526, 25232, 30817-30832, 4637-4638, 14420, 14424-14427, 14431-14432, 14434, 14436, 14438, 14440-14443, 14447-14448, 17282-17288, 17548-17549, 18497, 21853, 22267-22268, 22428, 22912, 24679, 25497, 26307-26308, 27934, 27939-27940, 27942-27944, 27953-27954, 27958-27959, 27961-27962, 27964, 27966, 27968, 27970, 27972, 27974, 27976, 27978, 27980, 27982, 27984, 27986, 27988, 27990, 27992, 27994, 27996, 27998, 28000, 28002, 28004, 28006, 28008, 28010, 28012, 28014, 28016, 28018, 28020, 28022, 28024, 28026, 28028, 28030, 28032, 28034, 28036, 28038, 28040, 28042, 28044, 28046, 28048, 28050, 28052, 28054, 28056, 28058, 28060, 28062, 28064, 28066, 28068, 28070, 28072, 28074, 28076, 28078, 28080, 28082, 28084, 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