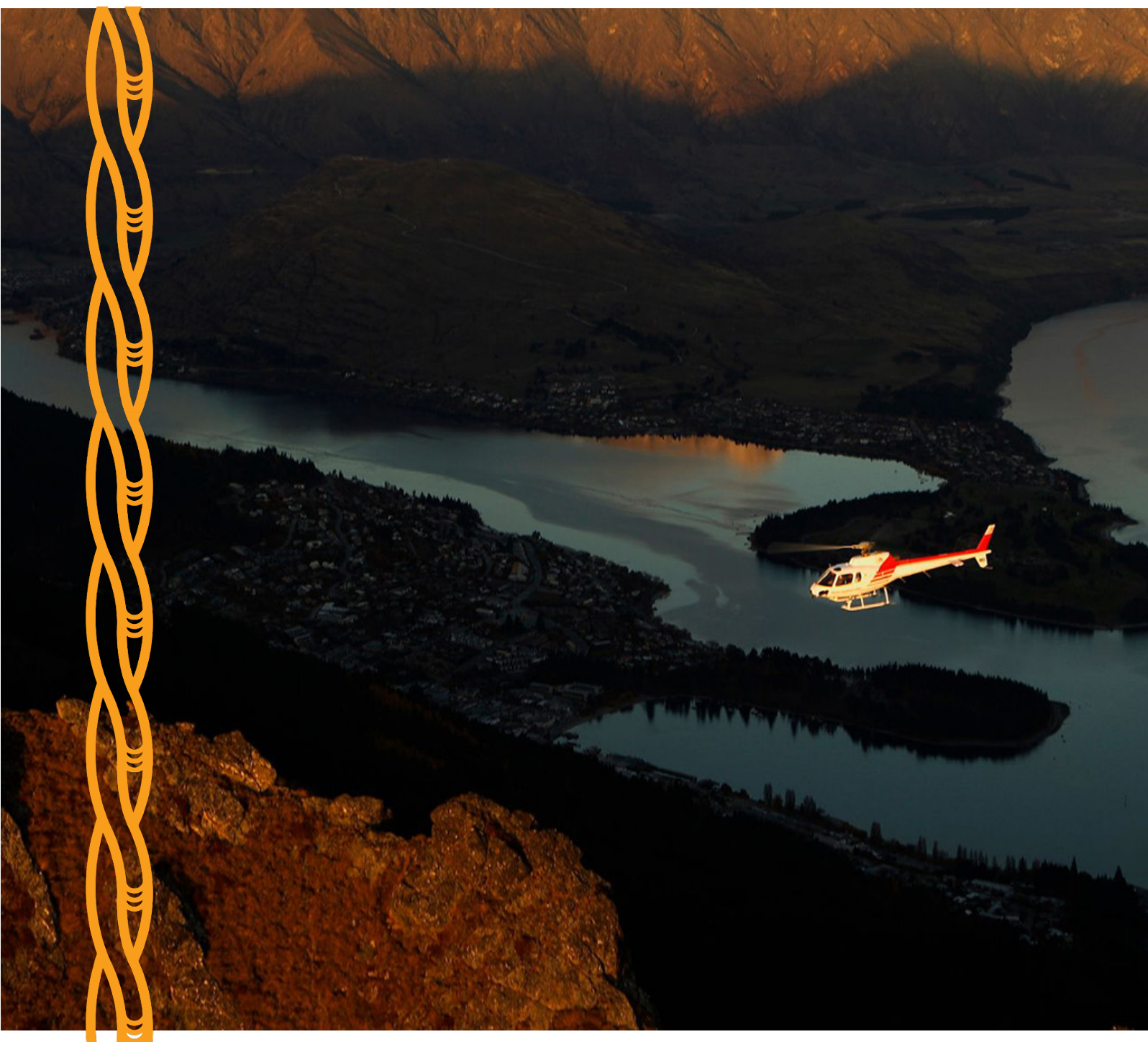


Operational Plan

Te Ara Whanake o Ringa Hora

2025



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Foreword | Kupu Whakataki

As we enter our final year of operation, we are proud to present Ringa Hora's 2025 Operational Plan — a shortened and focused roadmap that reflects both the uncertainty and the opportunity of this period of transition that sees us through now to December 2025 only.

The vocational education and training system in Aotearoa is once again evolving. While the proposed disestablishment of Workforce Development Councils marks a significant structural shift, our commitment remains firm: to deliver value, maintain quality, and uphold our obligations to industry, learners, and our Te Tiriti o Waitangi partners right through to our disestablishment at the end of this year.

We will honour our mahi to date and complete this final phase with integrity, focus, and care. This plan outlines the essential work we will deliver, how we will support a smooth and informed transition, and the way we will protect and uplift the mātauranga and relationships that have been built over the past years.

Throughout this journey, we have been guided by our uara — manaakitanga, tika, pono, aroha, mārama. These values remain at the heart of everything we do, especially as we prepare to hand over our legacy.

To our kaimahi — thank you for your dedication, resilience, and heart. To our Council — thank you for your unwavering support and strategic guidance. And to our industry partners — thank you for your trust, your insights, and your commitment to skills and capability across the service sector.

He mihi maioha tēnei ki a koutou katoa. Nō mātou te whiwhi. Me mahi tahi tātou mō te oranga tonutanga o te hunga mahi o te motu.

We extend our sincere thanks for your contribution to this journey — where there is an end there is also another beginning.

Overview | Tirohanga Whānui

Acknowledging the Current State

The vocational education and training (VET) system in Aotearoa New Zealand is in a period of significant transition. As we approach the changes set for January 2026, we acknowledge that this evolving landscape may raise questions and concerns for many stakeholders, including industry partners, employers, providers, and learners.

At Ringa Hora, we are committed to the ongoing support of industries and ensuring that the VET system continues to deliver to support industry. Our direction remains steady, and we will continue to execute our workplan and fulfil our commitments through to 31 December 2025.

Ringa Hora's Approach to Transition

This amended operational plan outlines key changes from our 2024–2026 plan, made in response to the current transitional environment. The updates ensure our work remains aligned with industry, learner, and stakeholder needs during this period of change.

Ringa Hora's approach to transition is proactive, transparent, and industry centred.

We are focused on:

- **A seamless transition:** Delivering a seamless transition from the perspective of our industries and key partners.
- **High impact delivery:** Continuing to have a high impact for industry and to deliver our functions to a high standard.
- **Preservation of mahi and lessons learned:** Preserving the mahi we have completed at Ringa Hora, as well as any lessons we've learned and ensure it's able to be handed over to a new entity or organisation (s) to continue where possible.

Our Commitment to Industry and the key groups we serve

Ringa Hora will remain operational in its current form until 31 December 2025. During this period, we will continue to uphold our responsibilities under the current legislative framework.

Our commitment includes:

- **Qualifications and Standard Setting:** We will continue to lead the review, development, and maintenance of qualifications, unit standards, and micro-credentials. We will also support providers in implementing these qualifications effectively.
- **Moderation and Programme Endorsement:** We remain committed to overseeing national external moderation and programme endorsement processes to ensure consistency, quality, and relevance across vocational education.
- **Support for Transition Conversations:** We will support our industries in understanding the upcoming changes, including holding briefings, consultation sessions, and weaved through our existing engagements with industry as appropriate.
- **Maintaining Data and Evidence:** We will continue our role in collecting and interpreting workforce and training data, helping industry and government make informed decisions.
- **Honouring Te Tiriti o Waitangi:** Our commitment to Te Ao Māori and equitable outcomes remains a central pillar of our mahi. We will continue to prioritise Māori voice and partnership throughout this next phase of change.
- **Working with Pacific Peoples, Tāngata Whaikaha -** We are committed to meaningful engagement and partnership with Pacific Peoples and Tāngata Whaikaha, ensuring our work supports their success and aspirations.
- **Continuing Support for Industry:** We will continue to partner with industry representatives to address skills and workforce-related issues. This includes maintaining strong relationships, engaging in ongoing dialogue, and ensuring that vocational education remains aligned with current and future industry needs.

Our people, systems, and relationships will remain in place over the next 6 months as we move together through this period of change.

Our work programme as we transition towards disestablishment - Tō mātou hōtaka mahi i te ekenga atu ki te whakakorenga

The following tables provide an overview of Ringa Hora's strategic direction as we move toward 31 December 2025.

Table One outlines the key activities we intend to complete by 31 December, using our 2024-2026 work programme as a basis. Activities from the 2024-2026 work programme that were completed earlier in 2025 have not been included, as the focus of this table is on work still in progress or planned for completion within the remaining timeframe. These tables also exclude the business-as-usual work we carry out, such as internal reporting, which will proceed as planned this year.

In contrast, Table Two outlines the activities we have chosen not to pursue at this time, along with the rationale for these decisions. Any activities originally scheduled to commence in 2026 have been automatically discontinued. Our focus is on delivering what is achievable and meaningful within our remaining timeframe.

For more detailed information please refer to Appendix One: Ringa Hora Work Programme 2025.

Table One: Intended Deliverables by 31 December 2025

Activity	Plan for Operating Period
Deliver actions resulting from the Māori, Hapū and Iwi Industry Engagement Hui (Tuia 2024	Continue implementing agreed actions, prioritising those that can be completed within 2025, and preparing any remaining work for transition to the new entity(s).
New Transformation Qualification Development 2025	We will not initiate any new transformational qualifications during this period. Instead, we will focus on progressing and completing existing projects, including the reset of Level 1 and 2 school qualifications and the transition to FoSS, ensuring foundational skills (literacy and numeracy) are appropriately integrated.
2025 Annual Report	Continues as is an operational requirement.

TEC Investment Advice 2027	Continues as per TEC requirements.
2025 NZQA self-assessment report	Continues as per NZQA requirements.
TEC progress report two 24/25	This will instead be replaced by a single short progress report about Ringa Hora's Progress against function measures on 30 November 2025.
Māori, Hapū and Iwi Industry Engagement Hui 2025 (Tuia 2025)	Deliver a scaled-down Tuia 2025 through two smaller, targeted regional events, focused on maintaining continuity and preparing the handover of key relationships and insights to the new entity where appropriate.
Te Manu Arataki Leadership Project	In Progress – On Track – will be complete before disestablishment.
Complete the "Shaping the Future of Service Skills" Project (Waihangatia te Āmua Ao) project	In Progress – On Track – will be complete before disestablishment.
Establish Ringa Awhi projects with Industry	In Progress – On Track – will be complete before disestablishment.
Deliver Actions outlined in 2024 Workforce Development Plan	In Progress – On Track – will be complete before disestablishment.

Table Two: Discontinued Activities

Activity	Why we aren't undertaking
National Services Sector Summit 2025	<p>Planning and delivery of this event would extend beyond Ringa Hora's operational timeframe.</p> <p>With the upcoming disestablishment, our capacity to host a national event of this scale is limited and no longer aligned with immediate priorities.</p>
Māori and Pacific Industry Specific Hui 2025	While highly valuable, these hui/Fono require significant planning, engagement, and follow-up that cannot be completed before December 2025.

	<p>Future commitment on these issues is expected to be picked up by new entity and delivered for the target audience through existing priorities.</p>
Pacific Industry Hui 2025	<p>This hui requires significant lead time and ongoing support, which we are unable to provide within the remaining operational period. Hosting the event shortly before disestablishment would limit its impact and hinder continuity.</p> <p>We're prioritising the launch of the Pacific Aviation & Airport Services Network by December, with Kele'a socialisation starting June 2025 through regional industry events. MMPOF implementation is also underway, including Pacific capability training and engagement.</p>
2025 Workforce Development Plan	<p>We will not be developing a new 2025 Workforce Development Plan this year. Instead, we will make targeted updates and stocktake on progress to the existing 2024 Plan as needed.</p> <p>This approach enables us to build on the strong foundation already in place while allowing us to focus resources on other key activities and priorities</p>
New Transformation Qualification Development 2025 - degree level apprenticeships across Business Management	<p>Given the required timeframe, we do not have the capacity to deliver this before the due date.</p>
Tāngata Whaikaha Action Plan	<p>Due to capacity issues, we have not advanced this and taken a different approach based on research already undertaken by other Ohu in the DEI - Tāngata Whaikaha area.</p>

	<p>We will be working with our industries and businesses to highlight existing best practices in attracting, retaining and growing Tāngata Whaikaha workforce.</p> <p>In collaboration with our NZDEN partnership, we have also conducted a series of industry-focused webinars aimed at providing support and information to help grow the pipeline for promoting an inclusive workforce.</p>
Enhancing Formal Qualification Adoption in the Services sector - Research Project	Given the required timeframe, we do not have the capacity to deliver this before the due date.
Qualification and Skills Pipeline Initiative	Given the required timeframe, we do not have the capacity to deliver this before the due date.

Transition and disestablishment planning

A full transition/disestablishment plan will be finalised once there is clear confirmation of the system's future form, functions, and funding. Until those decisions are made, some uncertainty remains. As an interim step, we have developed a high-level plan that outlines how key activities will phase down as we approach transition/disestablishment.

Developing and setting standards, capstone assessments and qualifications, Endorsing programmes and moderating assessments

Ringa Hora will continue to engage with industry to respond to emerging needs where appropriate. Where it is practical and reasonable to do so, support will be provided outside the scope of the current plan to ensure industry needs are addressed in a timely and effective manner.

Moderation and programme endorsement activities

We currently anticipate maintaining our moderation activities at existing business-as-usual levels throughout the funding period. However, this may need to be revised based on changes to staffing capacity. In the event of staff departures or a reallocation of resources, we will reassess our ability to sustain current moderation volumes and may be required to pause or reduce certain activities accordingly.

We are currently assessing the appropriate cutoff date for accepting programme endorsement submissions, considering potential reductions in capacity within Ringa Hora. Any decrease in available resources may affect our ability to process endorsements in a timely manner. As such, we are considering implementing a clear deadline to ensure all endorsements can be reviewed and finalised within existing capacity constraints.

Qualifications and standard setting

Some qualifications, micro-credential, and standards activities will need to pause or stop across the sector as a result of the transition environment. This primarily affects the development of new products and the review of existing products not scheduled by NZQA for review until 2026.

A summary of these changes is provided in the table below.

Table Three: Planned Product Review and Development Status

Category	Details
2026 Reviews Not Progressed	Projects scheduled for review in 2026 will not be progressed this year. These will instead be passed to the new entity(s) for action in 2026.
2025 Reviews Revised or Lightened	<p>Several reviews planned for 2025 will undergo light-touch revisions rather than full redevelopment, due to time constraints and industry engagement fatigue.</p> <p>Updates will focus on removing outdated terminology to keep content usable. Reviews not updated will be sent to the new entity as overdue, with handover notes explaining the limited revision scope.</p> <p>These include business unit standards, service delivery unit standards, public sector core and public sector Māori unit standards, real estate and residential property unit standards, security unit standards (aligned with the 2027 qualification review), and travel standards (aligned with the 2026–2027 qualification review).</p>
New Product Developments	<p>Development of new skill standards that may replace existing unit standards is expected to be completed by Ringa Hora in most areas.</p> <p>However, depending on progress, some may transition as partially completed projects later in 2025. Where product gaps are identified in current or upcoming reviews—such as those emerging from the 2024 Business qualifications review or the Hospitality qualifications review starting May 2025—work may be scoped but not completed before year-end and will transition to the new entity.</p> <p>Other new development projects, including Entrepreneurship/Leadership and Employment Advocacy</p>

	micro-credentials, are expected to be completed or included in the transition process.
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Industry Engagement - Te Tūhononga ki te Rāngai Mahi

For the remaining operational period we will prioritise critical engagements that build on the strong foundation of work established over previous years. These engagements are key to maintaining industry connections, enabling confidence in the system and ensuring continuity during the transition period.

Any additional work that exceeds our delivery capacity will be handed over to the new entity, ensuring minimal disruption and transparency with the industries we represent.

This plan may need to be adjusted if staffing capacity changes. In the event of staff departures or resource reallocation, we will reassess our ability to sustain scheduled engagements and project volumes and may need to pause or scale back certain activities as a result.

Governance and Operating Context | Te Horopaki Mana Whakahaere me te Horopaki Mamahi

Composition

No changes have been made to the current plan regarding Council composition. Ringa Hora will continue to actively engage with current Council members to confirm their continued participation, particularly considering upcoming term expirations.

A few Council members have terms that have either already expired or are scheduled to expire before December 2025. As these changes arise, we will adopt a pragmatic and flexible approach to managing Council continuity.

Where possible, we will maintain operations with the existing members, provided that the Council continues to meet the required balance of skills, experience, and representation as outlined in the Order in the Council (OiC).

If replacements are necessary, we will assess and manage those transitions carefully to minimise disruption and maintain effective governance through to the disestablishment phase.

Activity

The work plan for the Council from 1 July through to the disestablishment of Ringa Hora will be dynamic. It will be focused on the core governance activities required to guide the organisation through transition and change and ensure operational compliance and integrity. Key items for Council consideration throughout the operating period will be the Annual Report and Audit and disestablishment and transition planning, alongside all other standard governance items.

Please refer to Appendix Two for an overview of the structure and meeting schedule for Ringa Hora's Council and committees.

Organisational structure - Te Hanganga Whakahaere

Our organisational structure will remain unchanged during the transition. Any non-critical staff departures will not be backfilled, and vacancies will be managed internally through reallocation of responsibilities and workload where appropriate.

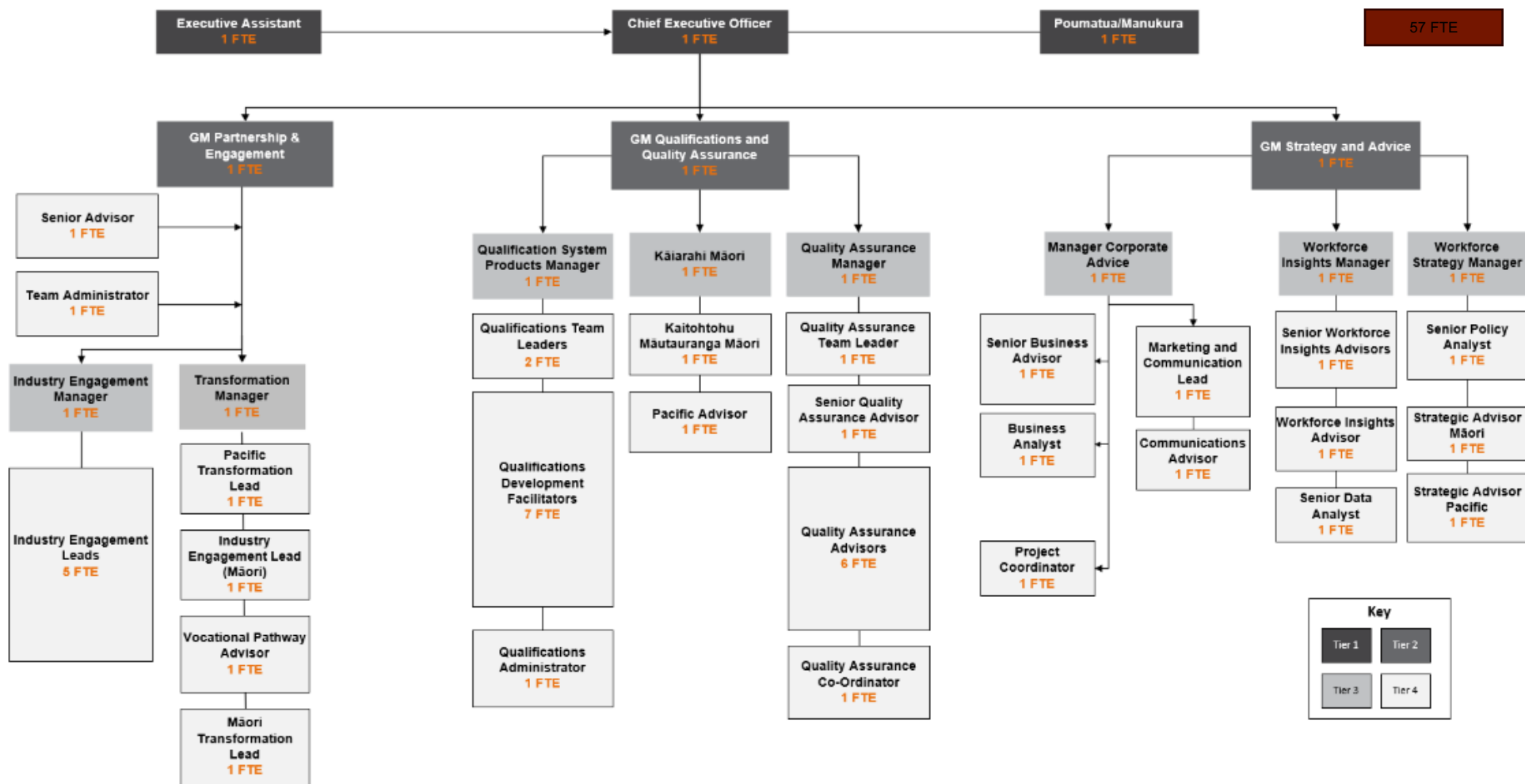


Figure One shows our organisational structure as of April 2025.

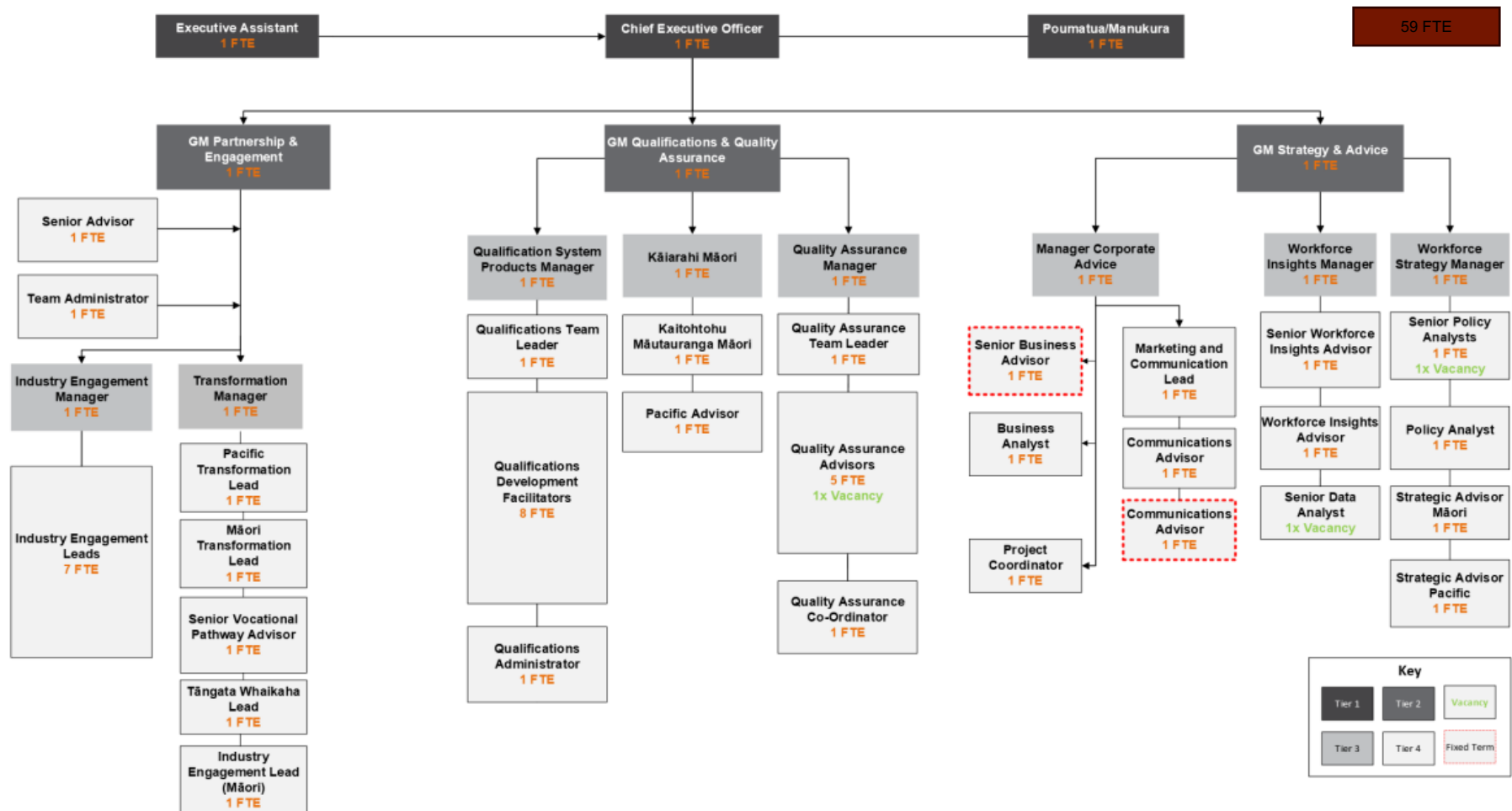


Figure Two shows our organisational structure as of April 2024 for comparison

Performance measures - Ngā Ine Whakatutukitanga

Function Measures

Our function measures, as specified by the TEC, remain consistent with what was provided in our 2024-2026 operational plan. Functional measures outlined in the 2024-2026 operational plan that were additional to those specified by TEC have been simplified and will be reported on in our 2025 Annual Report.

Impact Measures

Submission of the required impact measures has been completed.

Management Measures

Our management measures remain the same, as specified by TEC and remain consistent with what was provided in our 2024-2026 operational plan.

Table Four. 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)	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	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	Ringa Hora will publish its Annual Report, as required by its OIC Council meeting agendas provided to the TEC

Appendix One – Ringa Hora Work Programme

Key:

Priority = Priority Transformational Projects (Must do)

Contributory = Contributory projects (Should do)

Functional = Functional projects (need to do)

Table Six: 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	Status as at May 2025
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	Completed
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	Completed
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	Completed
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	Completed
2024 Annual Report	Functional	Operating requirement	Starts in 23/24	Oct-24	Annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	Completed

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	Completed
New Transformational Qualification Development Project: Business Qualifications and Standards	Functional	Developing a new transformational qualification and associated standards for the Business Industry. Developed in conjunction with industry	Starts in 23/24	Dec-24	Annual	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	Completed
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	Completed - we will continue to work with industry to refine the model as BAU
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	Completed
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	Due to capacity issues we have not advanced this and taken a different approach based on research already undertaken by other Ohu in the DEI - Tāngata Whaikaha area.

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	Given the required timeframe, we do not have the capacity to deliver this before the due date
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	Jun-25	One off	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	In Progress – On Track – will be complete before disestablishment
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	Jun-25	One off	Qualifications & Quality Assurance	Learner Excellence	Develop and Maintain Qualifications and Standards	In Progress – On Track – will be complete before disestablishment
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	Starts in 23/24	Jun-25		Poumatua	Give effect to Te Tiriti o Waitangi	All	Completed

		Mātauranga Māori regardless of their role							
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	In Progress – On Track – will be complete before disestablishment
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	Completed
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	Completed
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	Given the required timeframe, we do not have the capacity to deliver this before the due date.

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	Completed
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	In Progress – On Track – will be complete before disestablishment
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	Completed
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	Completed
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	Planning and delivery of this event would extend beyond Ringa Hora's operational timeframe. With the upcoming disestablishment, our capacity to host a national event of this scale is limited and no longer aligned with immediate priorities.
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	In Progress – On Track – will be complete before disestablishment
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	Completed

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	Given the timeframe and focus on disestablishment and transition, we do not have the capacity to deliver this before the due date.
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	In Progress – On Track – will be complete before disestablishment
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	We will not be developing a new 2025 Workforce Development Plan this year. Instead, we will make targeted updates to the existing 2024 Plan as needed.
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	While highly valuable, these hui require significant planning, engagement, and follow-up that cannot be completed before December 2025.
2025 Annual Report	Functional	Operating requirement	Apr-25	Oct-25	Annual	Strategy & Advice	Operating effectively - links to all	N/A Operational	Will be complete before disestablishment
Pacific Industry Hui 2025	Contributory	Delivering targeted Pacific industry engagement across the service sector	Apr-25	May-25	Annual	Partnerships & Engagement	Industry Led	Leadership	While highly valuable, these hui require significant planning, engagement, and

									follow-up that cannot be completed before December 2025.
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	Deliver a scaled-down Tuia 2025 through two smaller regional events, focused on maintaining continuity and preparing the handover of key relationships and insights to the new entity.
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	Will be complete before disestablishment
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	Will be complete before disestablishment
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	This will instead be replaced by a single short progress report that advises TEC on Ringa Hora's Progress against function measures on 30 November 2025
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	These will not be going ahead, as they are planned for after Ringa hora's disestablishment date
Māori Workforce Development Plan	Contributory	Developing a Māori Workforce Development Plan informed by Pakihi Māori.	Sep-25	Jun-26	Annual	Strategy & Advice	All	Leadership	

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	Will be complete before disestablishment
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	These will not be going ahead, as they are planned for after Ringa hora's disestablishment date
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	These will not be going ahead, as they are planned for after Ringa hora's disestablishment date
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	Requirements for reporting on the period from 1 July 2025 to disestablishment are still being confirmed
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	These will not be going ahead, as they are planned for after Ringa hora's disestablishment date
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

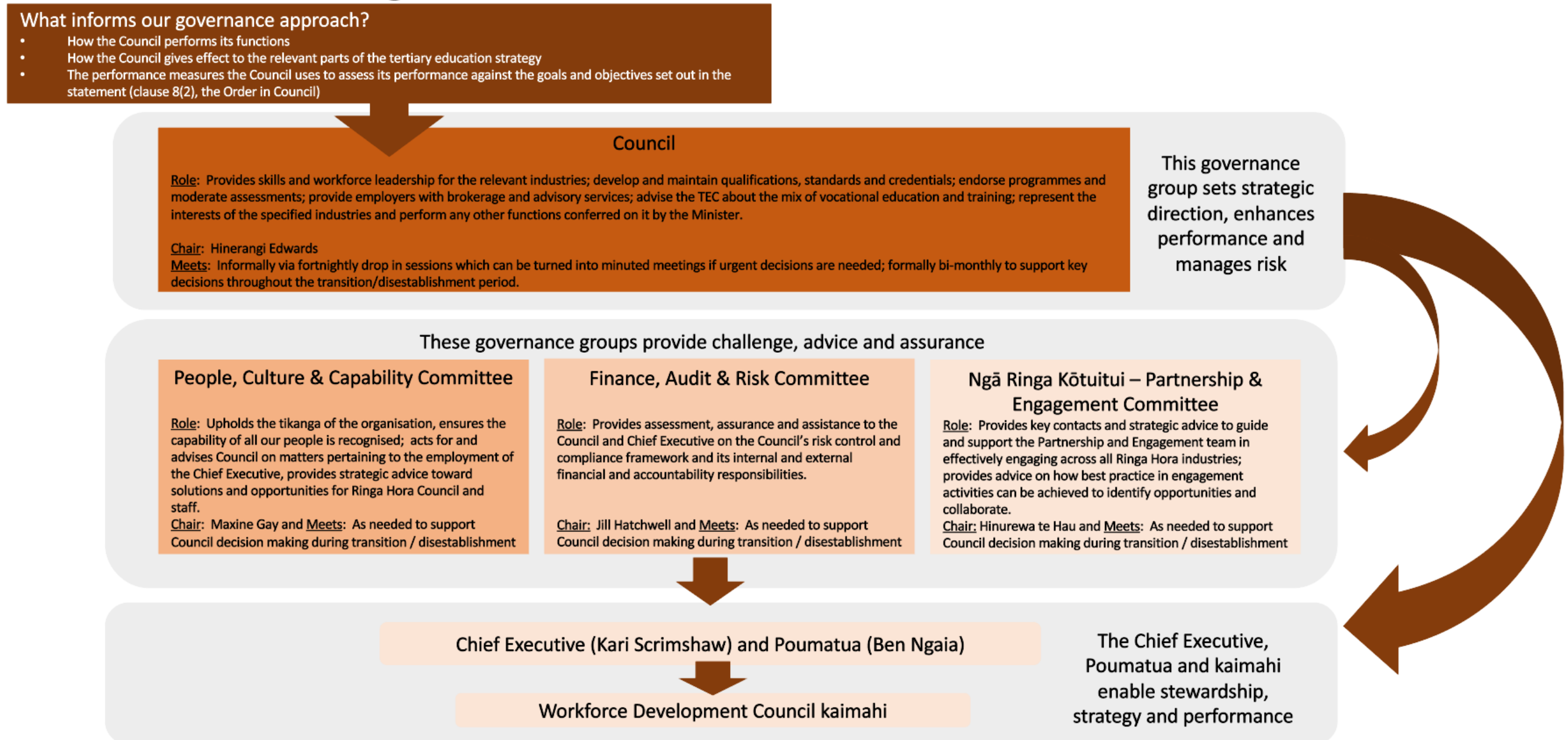


Figure Three: Our governance sucture

