

A photograph of four rock climbers ascending a steep, light-colored rock face. The climbers are wearing helmets and safety gear, and are connected by ropes. Below the cliff, a wide, green valley stretches out, featuring rolling hills, a winding road, and a small stream. The sky is clear and blue. On the left side of the image, there are large, stylized orange curved lines that form a decorative border.

Ringa Hora

Pūrongo ā-Tau | Annual Report 2024/25



RINGA HORA
Services
Workforce Development Council

Ringa Hora Annual Report 2024/25 Publisher

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RINGA HORA
Services

Workforce Development Council

Rārangi Take

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Karakia

Ko Ranginui

Ko Papatūānuku

Ko Tāne-nui-a-Rangi

Ko Hineahuone

Ko Hinetītama

Ka puta te ira tangata

Kia noho tika

Kia ngākau pono

Kia whakaaro aroha

Kia whai mārama

Haumi e, hui e, tāiki e.

Ranginui, the celestial parent

And Papatūānuku, the terrestrial parent
from which union originates all living things

Tāne of a higher consciousness

And Hineahuone, the female element
formed from the sands of earth

Begat Hinetītama, the custodian of
the threshold between night and day

Their gifts formed the principles that
guided the emergence of humankind

To act in good faith and do what is right

To be authentic and genuine,
to be loyal and act with integrity

To be compassionate in your
thoughts, empathetic and caring

To seek wisdom and understanding

May these principles unite us in
purpose as we journey forth together.

This is a karakia composed for Ringa Hora by Camilla Karehana, Strategic Advisor Māori, Ringa Hora.
Ringa Hora is grateful to Camilla for this composition in support of our Ringa Hora kaupapa.

He mihi nā te Tiamana Poari, nā te Tumu, me te Poumatua

Mihi from the Ringa Hora Council Chair, Chief Executive, and Poumatua

Mā te kimi, ka kite; mā te kite,
ka mōhio; mā te mōhio,
ka mārama.

Through seeking, one discovers;
through discovery, one knows;
through knowing, one is
enlightened.

Tēnā koutou katoa.

It is a real privilege to deliver the final annual report for Ringa Hora Services Workforce Development Council. The achievements highlighted in this report reflect the dedication and hard work of kaimahi, partners, and, most importantly, industry members in the Service sector.

Much has happened during the 2024/25 year. It has been a time of change, with the government working on the transition from Workforce Development Councils to Industry Skills Boards (ISBs). This transition becomes complete on 1 January 2026, when ISBs begin their journey.

Ringa Hora has remained active in our work to support a dynamic and resilient Service sector. We continued to focus on fostering the skills needed for industry and employers in this sector and the vocational education system. We provided skills leadership in collaboration with industry and released important research reports. We developed new qualifications and standards, reviewed existing ones, and provided support to learners and providers through our quality assurance function.

Ringa Hora opened its doors on 4 October 2021. Our story began with values, and our journey is about walking our pathway with purpose.

There is a difference between leadership that is effective and leadership that is valued. Effectiveness is often overemphasised, often becoming less effective by ignoring values, but trust is at the heart of any leadership. Trust is earned and it must be treasured. This is where the story of values-based leadership at Ringa Hora begins.

Working backwards from the future

Ringa Hora supports one third of the workforce in the Service sector, with manaakitanga at the core of all our mahi. While we don't deliver training, we facilitate setting nationally-recognised qualifications. These qualifications help our chefs deliver safe and delicious food, our real estate agents sell homes legally and responsibly, and our pilots keep people safe in the air. Our challenge is to understand what skills and qualifications will support future growth. To do that, we must work backwards from the future, because you can't develop people for tomorrow if you don't start today.

Developing our values

Though it wasn't always plain sailing when Ringa Hora was established, we ensured we placed values at the heart of everything we did.

Early on, we were asked to produce our Statement of Strategic Direction. Strategy sessions were called and we filled whiteboards with post-it notes. Meanwhile, our Chair, Hinerangi Edwards, brought together a council of leaders with diverse backgrounds, and introduced us to four uara: tika, pono, aroha, and mārama. We started with āhuatanga Māori as our foundation – and it stuck. It resonated across cultures, across kaimahi, and four years later, it's how we're navigating our own disestablishment.

Letting values lead

Our values enabled us to hire differently. We used a wānanga-style recruitment process, where CVs were taken as read. Instead, we asked candidates to whakawhanaunga with us, to talk about their values and ours. That process brought us incredible talent – and it didn't stop at hiring. When we faced performance issues – good or bad – we turned to our values. When the leadership team debated tricky issues, we asked, "is this in line with our values?" and hopefully we lived those values with the people and industries we served.

Start with values, let culture bloom and strategy evolve

Why do values matter so much? Because the future is unpredictable. Purpose is about the footprints we leave behind as much as where we're headed. We didn't write, "By the end of 2025, we will have successfully closed down Ringa Hora" in our Statement of Strategic Direction, and yet, here we are.

It's heartbreaking to let go of the ingoa and our team, but the work and relationships we've built mean we choose to rise to the opportunity presented by disestablishment. We choose to lead this change differently, because our values won't let us do otherwise.

We invite you to explore this report to see how our focus on a path that starts with values has led to lasting achievements for the Service sector in the past 12 months.

Our efforts to build strong industry engagement and partnerships has led to some exciting initiatives. This helped deliver the valuable Aviation Workforce Insights Platform, the inaugural Pacific Aviation and Airport Services Talanoa, and the development of new qualifications and standards in areas as diverse as Business Events, Employment Advocacy, and Tendering and Procurement.

Our skills leadership functions led to important reports such as Tirohia ki Tua and Kele'a, examining the impact and possibilities in the Service sector for Māori and Pacific peoples, respectively. We also assisted industries in addressing their workforce priorities, through initiatives such as Hospo Navigator, often with support from the Ringa Awhi Fund.

The transformational Te Manu Arataki Leadership Project led to new leadership qualifications, and we reviewed large suites of qualifications in the Business and Hospitality sectors, among others. We also made significant progress in quality assurance by developing of new Consent and Moderation Requirements, while our innovative assessment best practice workshops have helped providers in this vital area.

Our commitment to the future was highlighted in our third annual Workforce Development Plan and nine associated Industry Action Plans, and with our Investment Advice to the Tertiary Education Commission, a key lever for achieving long-term change in the vocational education system.

We also produced two key resources that highlight the exciting career paths available in the Service sector: Hidden Gems, which looks at some of the lesser-profile service industries, and We Be Who We See, which brings the exciting Mata Ārahi Manomano career pathway framework to life by highlighting the

stories of Māori and Pacific workers in the Service sector.

These achievements have been celebrated in this report alongside the voices of the industry leaders who have worked with us. Endorsements from leaders from industries as diverse as aviation, business events, banking, tourism, and hospitality show us how successfully our values have led our journey.

Walking with values gives purpose —and purpose creates value

Values aren't a "nice to have." They are what others will value in you. Walking with values gives purpose, and purpose creates value.

We would like to thank all Ringa Hora kaimahi and council members for their service, for being tika and pono, for finding mārama, and for the aroha they show every day.



A stylized, handwritten signature in black ink.

Hinerangi Edwards
Council Chair



A stylized, handwritten signature in black ink.

Kari Scrimshaw
Chief Executive



A stylized, handwritten signature in black ink.

Ben Ngaia
Poumatua

Mō Ringa Hora

About Ringa Hora

Horahia ngā ringa o Ringa Hora

May our hands be in service to others.

At Ringa Hora Services Workforce Development Council, we're proud to be one of six Ohu Ahumahi Workforce Development Councils established in 2021 to help shape the future of vocational education in Aotearoa.

Our role is to ensure that vocational education truly reflects the needs of the Service sector. That means qualifications that are fit-for-purpose, standards that support quality learning, and curriculum that prepares learners for real world work. When we get this right, employers, including Māori business owners, can trust that graduates are ready to contribute from day one, and that the system is evolving to meet the future skills needs of their industries.

We know that strong partnerships are key. By working closely with industry, iwi, educators, and communities, we aim to support the workforce and their whānau. Our commitment to equity means we're focused on outcomes that uplift Māori, Pacific Peoples, and tāngata whaikaha | people with disabilities.

The origin of our name

Our name, Ringa Hora, was gifted to us by Dr Joseph Te Rito. It derives from 'ringa', meaning 'hands', and 'hora', meaning 'spread out' and, in this case, facing upwards. Ringa Hora means "the upturned, outspread hands" which symbolise manaakitanga, hospitality and service. These values are fundamental to and extend throughout the whole Service sector.

The name Ringa Hora exemplifies the duty of care expected of us as an industry-led and governed organisation with a mandated responsibility to give voice and create space for more flexible learning pathways and outcomes.

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



Anga Rautaki

Strategic framework

Tō mātou whakakitenga

Our vision

Skills for life, wherever it takes you

Ō mātou whakaarotau

Our priorities

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

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

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

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

Tō mātou kaupapa

Our purpose

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

Specifically, we:

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

Ngā uara

Our values



Manaakitanga is central to the culture of Ringa Hora. It means that we are open and understanding, exemplifying unity, authenticity, and empathy in all that we do. Ngā uara, our values, are demonstrated in these ways:



Tika

We act in good faith and do what is right.



Pono

We are authentic and genuine.



Aroha

We are compassionate, empathetic, and caring.



Mārama

We seek to understand.

Ō mātou tāngata

Who we serve

Ngā meka matua mō te rāngai Ratonga

Key facts about the Service sector



1,143,590

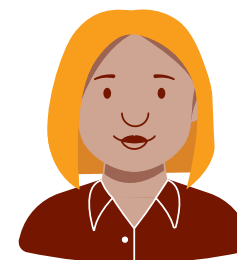
people employed by the Service sector in 2023 – over one-third of all workers in New Zealand.

\$164b+

per year to New Zealand's Gross Domestic Product (GDP)¹ by the Service sector, over 30% of the total GDP.

334,722

Service sector businesses² in New Zealand, representing around half of all businesses in the country.



62%

Of the 47,100 learners³ enrolled in Ringa Hora programmes, 62% are female and 31.5% are under the age of 25.

¹ GDP figures are based on an internal model developed for Workforce Development Councils which incorporates data from StatsNZ (regional GDP by industry), and worker data in the Integrated Data Infrastructure. These figures may differ from figures published elsewhere.

² Counts are as of February 2024, and are based on figures [published as part of the Business Demography Statistics series from StatsNZ](#).

³ Counts of learners are based on enrolments data from the [Industry Training Register \(ITR\)](#) and [Single Data Return \(SDR\)](#) datasets maintained by the Tertiary Education Commission. Individuals can be counted twice within a calendar year within this data (once in the ITR and once in the SDR), though this is rare.

Ō mātou ahumahi

Our industries

We represent the Service sector, which is essential to the New Zealand economy. The Service sector is a vital component of everyday life, encompassing a diverse range of industries that are fundamental to people's daily routines.

Our industries are:



Aviation & Airport Services

includes aircraft manufacturing and repair, airport operations, and air transport services.



Business & Professional Services

Includes a wide range of businesses including legal services, accounting, parking services, business associations, and labour associations.



Cleaning Services

includes businesses that clean the interior and exterior of buildings and some other cleaning services, such as street sweeping and cleaning the inside of vehicles.



Contact Centre & Industry Support Services

includes call centres, labour supply services, gardening, and a range of administrative services.



Financial & Advisory Services

includes banks, insurance companies, and other financial services.



Government & Defence Services

includes central and local government, the justice system, and defence forces.



Hospitality & Food Services

includes accommodation, cafes and restaurants, takeaway food services, catering, pubs and bars, and clubs.



Real Estate & Rental Services

includes real estate agencies, property management companies, and car rental companies.



Retail & Distribution Services

includes businesses that are involved in the wholesale and retail of a range of products, such as fuel, groceries, houseware, and clothing.



Security Services

includes businesses involved in security services, such as security guards, event staff, and electronic security technicians.



Tourism & Travel Services

includes a range of businesses that provide services to tourists and travellers. It is a cross-cutting industry that is defined differently to other Ringa Hora industries. It includes parts of other industries, such as hospitality, retail, and aviation.

Ngā kaupapa matua

Major activities

Building Tomorrow's Success Today wānanga series in Wellington and Taranaki, in partnership with the Power of Three: Wellington Chamber of Commerce, Te Awe Māori Business Network and Wellington Pasifika Business Network, and Western Institute of Technology

AUGUST 2024

Inaugural Pacific Aviation & Airport Services Talanoa

04 JULY 2024



The Aviation Workforce Insights Platform published.

Joint research with Scarlatti and Aviation Industry Association New Zealand (AIANZ).

26 AUGUST 2024

Te Haeata credential development with Business Events Industry Aotearoa (BEIA), ServiceIQ, Grow Tourism, and industry experts

SEPTEMBER 2024

Tuia 2024 Million Māori: Mobilising for our mokopuna.

Our annual event empowering intergenerational excellence for our current and future Māori population and workforce.

21-22 OCTOBER 2024



Ringa Hora 2026 Investment Advice submitted to the Tertiary Education Commission

NOVEMBER 2024

2024

Establishment of the Ringa Hora Pacific Strategic Reference Group

JULY 2024



Wānanga with Hawke's Bay Māori Tourism

22 AUGUST 2024

Hidden Gems project launched

28 AUGUST 2024

Workforce Development Plan and nine Workforce Action Plans published

OCTOBER 2024



Building Tomorrow's Success Today wānanga series in Christchurch, Dunedin, and Invercargill, in partnership with Ara Institute of Technology, Otago Polytechnic, and Southland Business Chamber

NOVEMBER 2024

NZQA finalise the self-assessment report

DECEMBER 2024



National External
Quality Assurance
Plan 2025 published

FEBRUARY 2025

Hospitality
Culinary
Koha reviewed
credentials submitted
to NZQA for approval

APRIL 2025

Tirohia ki Tua
The impact of Māori in the Service
sector 2025 research published

15 APRIL 2025



Kele'a: Elevating Pacific
futures in the Service
sector research published

2 MAY 2025

2024-25
Business
Qualification Suite
credentials submitted
to NZQA for approval

MAY 2025

Refined Consent
and Moderation
Requirements for the
Service sector approved
and published by NZQA

JUNE 2025

2025



Cross-agency qualifications and
quality assurance collaboration
hui with TEC, NZQA and MOE

JANUARY 2025

Quality Assurance
Sector Summaries
published

12 MARCH 2025

Qualifications
team supports
the development and
registration of the Success
in Service Industries Level 2
micro-credential, delivered by
Industry Training Solutions
(ITS)

APRIL 2025

Eleven
Service sector
infographics
published

17 APRIL 2024

Te Manu Arataki
leadership
qualifications published
on the NZQA framework

MAY 2025



Quality Assurance run nine best
practice workshops across the motu

JUNE 2025

He Tirohanga At a glance

Our impact



Qualifications
reviewed



Standards
reviewed



New credentials developed:
skill standards, micro-
credentials, qualifications



Programme endorsement
applications processed



Assessments
pre-moderated



Assessments
post-moderated



Provider site visits

Engagement

1,033

Total engagements

423

In-person

Insights

6

Formal research and
insights for industry

10

Workforce Development
and Action Plans

Advice to TEC



Reports
to TEC

Equity statement

At Ringa Hora, equity is central to who we are. It is not an add-on to our work. Our obligations under Te Tiriti o Waitangi (Te Tiriti), our Orders in Council, and shared Ohu Ahumahi DEI) commitments shape how we set priorities, make decisions, and measure outcomes.

In 2024/25, this has meant:

- co-designing with iwi, hapū, and Māori businesses through initiatives like Tuia 2024 and Tirohia ki Tua
- elevating Pacific leadership and futures through Kele'a research, the Pacific Aviation Talanoa, and the Pacific Strategic Reference Group
- embedding inclusive frameworks like Mata Ārahi Manomano into schools and industry.

These examples show our commitment to equity as lived outcomes, instead of just participation.

As we prepare to transition to Industry Skills Boards (ISB), we remain focused on protecting this kaupapa. The relationships, frameworks, and lessons we have developed remain the foundation for the system that follows. Honouring Māori, Pacific, and tāngata whaikaha voices is essential to building a future vocational education system that is fair, responsive, and enduring.



Ko ō tātou whakatutukitanga me ngā pānga

Our achievements and impact

These sections outline our key achievements and the impact we've made across our core functions during the year. As we navigate a period of transition, our focus remains on delivering with integrity and ensuring the mahi we've undertaken continues to have a lasting influence. We are committed to preserving the value of our work so that it can inform and strengthen the next iteration of the vocational education system, supporting industries, learners, and communities long after the current structure evolves.



Te whakamana i Te Tiriti o Waitangi me te tautoko i a Ngāi Māori me te Karauna

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

Embedding Te Tiriti commitments across our work

When Māori thrive, Aotearoa thrives. We are committed and legislatively obligated to ensure the vocational education system enables Māori to succeed as Māori across all parts of the Service sector – from ākonga to employer, entrepreneur to innovator. Our commitments to Te Tiriti o Waitangi underpin everything we do, including workforce planning, developing qualifications, guiding career pathways, and engaging with industry.

Tuia 2024: Championing intergenerational Māori success

Our second annual Tuia event, held in Kirikiriroa Hamilton in October 2024, brought together Māori businesses, entrepreneurs, educators, and whānau from across the motu. The theme “Million Māori: Mobilising for our mokopuna” reflected a future-focused kaupapa: enabling intergenerational success by investing in Māori enterprise, leadership, and innovation.

The event highlighted powerful Māori-led business models, including iwi enterprises with billion-dollar asset bases, collaborative retail hubs, and hospitality ventures thriving through tikanga Māori and te reo Māori. Leaders such as Tahana Tippet-Tapsell, Anton Matthews, and James Whetu shared insights. Practical wānanga explored succession planning, cultural storytelling, and growth through connection to whakapapa and whenua.

Tuia 2024 fostered connections among Māori leaders, businesses, and communities, enabling shared best practices and partnerships critical for long-term sustainability and intergenerational wealth creation. Discussions held during the event have inspired innovative approaches to service delivery rooted in Māori values, such as manaakitanga and whanaungatanga, setting benchmarks for the Service sector locally, nationally, and beyond.

Tuia 2024 also served as a launch platform for Tirohia ki Tua, a specific taonga rooted in te ao Māori and developed by Ringa Hora to assist Māori workforce planning.

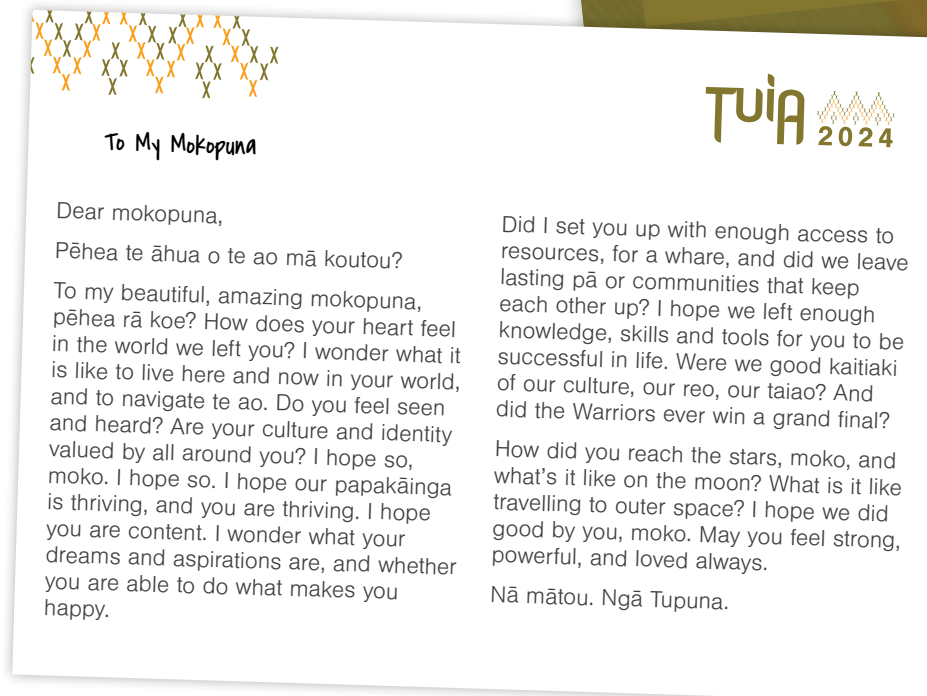
Tirohia ki Tua: A taonga for Māori in the Service sector

Unveiled at Tuia, Tirohia ki Tua: the impact of Māori in the Service sector is a resource designed to support the rapidly-growing Māori economy. It is a strategic and cultural taonga, created by Māori, for industry. It examines workforce development through the lens of mana motuhake, whānau-centred planning, and intergenerational growth.

The report is the culmination of te ao Māori storytelling and quantitative workforce analysis. The research uncovers the scale and influence of Māori participation in the Service sector, which has more than 130,000 Māori employed in service industries, while exploring aspirations for leadership, intergenerational wealth-building, and cultural innovation. Using a powerful 'Letter to my mokopuna' format, the report brings life to statistics, showing how families see service roles as a waka to future prosperity.

Since its launch, we have conducted targeted workshops in collaboration with Māori business networks and industry associations, including the Tauranga Māori Business Association. These wānanga provide practical tools and a space for kōrero, allowing Māori business owners and

kaimahi to reflect on how their aspirations align with workforce planning and vocational pathways. Employers use its insights to work with kaimahi Māori on leadership pathways and incorporate tikanga into onboarding and career growth. Feedback shows this culturally aligned approach is key for fostering belonging and excellence in Aotearoa's service workforce.



Embedding Mātauranga Māori in quality assurance practices

Our commitment to Te Tiriti is embedded in the core of our mahi. In late 2024, we finalised the Ringa Aro Mātauranga Māori Operational Guidelines, which support our kaimahi and collaborators to meaningfully incorporate mātauranga Māori in developing qualifications and quality assurance.

The guidelines offer practical advice on integrating kaupapa Māori into unit standards, moderation, programme endorsement, and consent to assess. This ensures our qualifications system is inclusive of Māori knowledge and actively values, protects, and promotes it.

This mahi aligns with He Rau Ranga Tira, the Ohu Ahumahi shared Te Tiriti framework, and supports a culturally-grounded transformation of the vocational education system.

Cultural capability and internal transformation

The demographics of New Zealand's population are dynamic, with significant shifts in characteristics including ethnicity, age, gender roles, and disability. These changes have direct implications for the Service sector, influencing who services are delivered for and who delivers them. This means it will become even more important for industry to reflect its workforce and customers, and for that workforce to be more culturally aware.

The changing demographic profile highlights the importance of building cultural capability across the vocational education and training system to ensure equitable access and culturally-responsive learning environments that recognise the strengths these communities bring. For Ringa Hora, it reinforces the need to embed Te Tiriti-led approaches, support Pacific workforce development, and foster inclusive practices that reflect an increasingly diverse Aotearoa.

Our kaimahi continue to strengthen their cultural capability through a variety of initiatives that promote a confident, culturally capable workforce that is able to engage authentically and uphold the principles of Te Tiriti o Waitangi in all aspects of our mahi.

In the latter half of 2024, we delivered a series of Kaupapa Kōrero sessions tailored for the Strategy & Advice and Partnerships & Engagement teams. These sessions were designed to deepen understanding of Te Ao Māori and tikanga, ensuring our engagement with Māori businesses, iwi, and communities is grounded in respect and relevance. We also held an in-depth Te Tiriti o Waitangi capability workshop, facilitated by Te Atakura Educators. This provided a powerful platform for reflection and discussion about our obligations under Te Tiriti and how these translate into everyday practice at Ringa Hora.

These efforts complement our ongoing internal initiatives, including fortnightly Te Ataarangi reo Māori classes, developing a shared karakia and waiata, and facilitating the He Rau Ranga Tira framework sessions. These activities have helped us embed mātauranga Māori across our organisation and enhance our collective ability to work in partnership with Māori. They ensure our services, advice, and products support Māori success, reflect te ao Māori, and aspire to give effect to Te Tiriti o Waitangi.

Supporting Māori-led careers and learning

Our Mata Ārahi Manomano career pathway framework continues to guide career development rooted in Māori values. Based on six pou, Aroha, Aspiration, Adventure, Attitude, Action, and Angitū, the framework helps individuals reflect on their journeys, values, and ambitions.

Following its presentation at the 2024 CATE conference, career advisors have requested further training to implement the framework in schools, recognising its unique ability to connect Māori youth with vocational options in ways that affirm identity and purpose. We have received positive feedback from teachers and, as a result, planned interactive workshops for Māori CATE in July 2025 to further embed the use of the framework in schools.

We also had a presence at Te Matatini, where we engaged with whānau, rangatahi, and employers to share resources such as Tirohia ki Tua and Mata Ārahi Manomano, and to gather new stories for our 'We Be Who We See' series. These engagements ensure Māori stories remain central in shaping and celebrating vocational journeys. They reaffirm that the sector thrives when Māori are supported to lead and define their own pathways.



Aronga whāiti

Spotlight

We Be Who We See – Inspiring visibility and belonging

To bring Mata Ārahi Manomano to life, we launched We Be Who We See, a digital storytelling project that celebrates the career journeys of Māori, Pacific, and tāngata whaikaha role models in the Service sector. These stories showcase the strength, resilience, and success of individuals across a broad range of industries, from hospitality and retail to business support, creative services, and tourism.

We have published more than 20 interviews and have more in development. Each story reflects the six pou of Mata Ārahi Manomano, demonstrating that vocational pathways are viable and mana-enhancing. They provide rangatahi and job seekers with proof that success is achievable, and that the Service sector offers meaningful, rewarding career options, especially when rooted in culture, identity, and community.

Educators and employers have embraced the project. The stories are being used by teachers in classrooms, shared by employers in industry forums, and embraced by learners who say they feel ‘seen’ for the first time. They serve as powerful artefacts for aspiration and belonging, inspiring others to walk similar paths and reinforcing that the Service sector is rich with opportunity for all.

Many of those profiled have become champions for their industries, helping shift perceptions and inspiring the next generation of Māori, Pacific, and disabled learners to pursue their goals with confidence.



A view from the Service sector: Tāwhia Banking

For Tāwhia Banking, which is made up of Māori leaders from the banking sector, creating meaningful change starts with collaboration. They explain how their partnership with Ringa Hora is helping drive progress.

The Tāwhia Banking Rōpū was founded with three key priorities for Māori: access to finance, improving financial capability, and increasing the representation of Māori across the banking workforce. Māori are underrepresented in the workforce and in access to finance, and banking is a fundamental part of society. So if we have more people working in this area, it's better for the banks, we're serving our customers better, and we are creating a more prosperous ecosystem.

We have connected with Ringa Hora particularly around our workforce priorities, and they've been really helpful.

1. Firstly, Ringa Hora's data team has helped us with data insights. It let us know that representation of Māori in the workforce was even lower than we thought, and what some of the reasons were behind that – unconscious bias, lack of career conversations, and lack of role models at home. It also showed us that where industries did have strong connections – like in the construction industry – there was better progress, and it showed what we can learn from them.

2. Secondly, Ringa Hora has helped connect us with opportunities in the workplace, such as career events and in connecting with providers of financial programmes that upskill people. It helps some of our members be more aware of programmes outside of universities where we can tap into talent.

3. Thirdly, Ringa Hora has helped shine a light on Māori who have successful careers in banking by publishing resources like Hidden Gems and We Be Who We See. These not only spotlight role models but also some unorthodox career pathways and help de-mystify what working at a bank looks like – and that you don't have to be good at maths.

The connection with Ringa Hora has been a valuable one. In addition, the people we've worked with have been outstanding. We look forward to building on the things we have achieved together to make strides with our vision.

- Tāwhia Banking Rōpū



Te hautūtanga me te whai wāhi

Leadership and engagement

Ringa Hora has remained committed to building partnerships that support employers, workers, and learners to navigate the changing vocational education and training (VET) system. We aim to co-develop solutions that deliver real value to both learners and employers, while ensuring our qualifications and initiatives are aligned with industry needs and cultural strengths.



Strengthening industry engagement and partnerships

Our work with Business Events Industry Aotearoa (BEIA) highlights our commitment to partnership and innovation. In September 2024, we collaborated with BEIA and ServiceIQ to co-design Te Haeata, a credential for event professionals, hosted at the All Blacks Experience in Wellington. The workshop brought together sector leaders, educators, and Ringa Hora specialists to develop an adaptable, relevant credential framework. Our approach included having a team member co-located at the BEIA office once a week to better understand and meet industry needs, and conducting a workforce survey for BEIA members, collecting insights from 133 organisations on skills gaps, training needs, and future opportunities. These findings inform our ongoing collaboration, ensuring new credentials and promotional pathways within the industry meet the sector's evolving needs.

Our engagement with the cleaning industry was a key highlight this year. We met with Te Whatu Ora Waitākere Hospital staff to understand their training and logistical challenges in maintaining hygiene standards in a large, 24-hour facility. These talks confirmed our current qualifications are relevant and highlight the need for high-quality training reflecting modern workplaces. Based on industry feedback, we began developing a sensitive cleaning guideline to keep qualifications and practices robust and aligned with sector expectations.

Our South Island hui series held across Christchurch, Dunedin, and Invercargill offered valuable insights into our qualifications work, especially the ongoing Business Qualification Reviews and developing the Future of Service Skills qualification. These engagements allowed us to gather feedback from industry leaders, providers, and learners on the design, delivery, and relevance of qualifications. The hui confirmed the importance of flexibility, regional perspectives, and cultural responsiveness when shaping qualifications that meet the changing needs of learners and employers.

Inclusive pathways for tāngata whaikaha

Our commitment to inclusive pathways remains strong through our involvement with the New Zealand Disability Employment Network (NZDEN). Throughout the year, we participated in forums that explored making vocational education more accessible and empowering for people with disabilities in the workforce. These discussions highlighted the need for designing qualifications and support systems that address diverse learning needs and abilities.

We developed webinars to be delivered in July 2025 for the hospitality, tourism, aviation, and retail sectors to help businesses see disabled communities as valuable customers and talent. The sessions provided strategies for addressing skills shortages, fostering innovation, and improving brand reputation through social procurement and environment, social, and governance goals. They also focused on inclusive service design and customer engagement to boost profits and attract top talent. This initiative demonstrates our commitment to helping industry leaders lead inclusively and succeed amid change.

Deepening kaupapa Māori engagement

Our engagement with kaupapa Māori initiatives has been a key part of our approach this year. We strengthened our commitment to Māori communities at the Ngāti Kahungunu Māori tourism hui, and focused on integrating te reo, Māori cultural frameworks, and tikanga into Service sector qualifications. The event helped us explore how our qualifications can reflect Māori perspectives and support sustainable tourism and whānau success.

We engaged with Ngāti Wai Trust and the Ministry of Social Development in Te Tai Tokerau Northland. This hui highlighted potential shared projects supporting the local services workforce, recognising the region's Māori communities' strengths and needs. Discussions emphasised the value of partnership and future initiatives to build on these to achieve transformative outcomes.

We connected with wāhine toa and Māori business leaders from Otago and Southland at the KUMA Māori Business Network Whanaungatanga Hui in Tāhuna Queenstown. The event highlighted strong Māori enterprise and the importance of innovation, entrepreneurship, and tikanga Māori when fostering inclusive growth. These discussions reaffirmed our commitment to aligning our qualifications and

initiatives with Māori business and community aspirations. Our partnership with KUMA has strengthened during the year, culminating in a dual-branded Tuia x KUMA event in October 2025.

Supporting Pacific communities in the Service sector

Our support for Hospitality New Zealand's inaugural Pacific Hospitality Forum in Auckland highlighted the importance of culturally-relevant workforce pathways for our Pacific communities. The forum brought together over 50 Pacific leaders and hospitality associations to discuss strategies for workforce development, sustainable growth, and regional collaboration. Ringa Hora helped shape key discussion papers and action plans that prioritise the recruitment, retention, and development of Pacific talent in the hospitality sector. This event reinforced our commitment to ensuring Pacific perspectives are embedded in industry-led solutions.

We also established the Pacific Strategic Reference Group (PSRG), a collective of Pacific leaders and practitioners who have provided invaluable guidance on culturally responsive approaches across our leadership qualifications and workforce planning. The PSRG's insights have ensured that Pacific voices are central to the design and delivery of qualifications that

empower Pacific learners and workers to thrive in the Service sector. Their input highlighted key leadership skills, relevant Pacific competencies, values, and leadership models or frameworks.

Vocational pathways

Creating strong vocational pathways continues to be a focus, and this was clear from our involvement at the CATE Conference in November. Our workshops featured the We Be Who We See project from our Mata Ārahi Manomano project, celebrating achievements of Māori, Pacific, and tāngata whaikaha role models. Attendees praised the workshops for their relevance and practicality, noting how these stories and frameworks could be integrated into schools' career guidance programmes to inspire rangatahi.

A notable success this year has seen Te Aho o Te Kura Pounamu (The Correspondence School) adopt Mata Ārahi Manomano. Educators at Te Kura use the framework in classes alongside their engagement with rangatahi. This initiative highlighted the importance of building inclusive pathways that reflect the diversity and strength of Aotearoa's service workforce.



Aronga whāiti Spotlight

Pacific Aviation & Airport Services Talanoa

The inaugural Pacific Aviation & Airport Services Talanoa was held on 4 July 2024 at the Ara Auckland Airport Jobs & Skills Hub in Māngere. This event brought together Pacific students, professionals, employers, and tertiary providers in an open, inclusive forum designed to amplify Pacific voices in the aviation and airport services sectors. The talanoa created a space where Pacific communities could share their aspirations, challenges, and solutions, aligning with the goal of fostering a more inclusive and sustainable workforce.

Through candid discussions, participants described the barriers they face. These included limited awareness of career options, financial challenges, and the need for culturally-relevant mentorship. Attendees also celebrated the unique strengths that Pacific peoples contribute to aviation: resilience, adaptability, and collective leadership. These qualities naturally suit aviation's teamwork-focused environment. Mechanical engineer Ioane Fiso's keynote address captured the spirit of the event: "The work ethic, drive, and intellect

I have seen from Pasifika would be a brutal force for the rapid progression of our aviation and aerospace industries."

This talanoa helped shape Ringa Hora's workforce strategies, from tailored leadership qualifications to aviation-specific skill standards, ensuring that Pacific talent leads the sector's future. The event highlighted the importance of developing culturally-relevant pathways and opportunities that enable Pacific communities to succeed in aviation and beyond.



A view from the Service sector: Aviation Industry Association

For Simon Wallace of the Aviation Industry Association, addressing workforce shortages has required strong evidence, strategic advocacy, and the right partners. He shares how Ringa Hora became a key part of that journey.



When Ringa Hora reached out to me towards the end of 2023 to discuss workforce issues in the aviation sector, we told them there was a lot of anecdotal evidence of shortages of pilots and aviation engineers.

However, the government was saying we needed to produce much more evidence about any supply and demand issues for our workforce before they looked at making any changes at their end.

That's where our relationship with Ringa Hora came into its own. Working together, along with the help of the research company Scarlatti, we produced a supply and demand report, which was a very comprehensive report looking at the current situation in New Zealand for pilots and engineersNew Zealand and predicted demand going forward for at least the next decade.

As a result, we were able to provide firm evidence for the shortages. That gave us a basis to support our advocacy work with the government around policy change on student loan settings and all sorts of other things.

This wouldn't have been possible without the fantastic relationship we have with Ringa Hora. I've never worked with a skills leadership agency that works so closely with an industry body, and on an almost day-to-day basis.

The people at Ringa Hora understand the industry and what the industry needs are, and they're really great to deal with on a personal level. They've also been really helpful in terms of navigating other areas of aviation, such as in the education space and in helping out at our conference. Last year, for example, they helped co-ordinate the schools programme at our conference, getting young secondary students into our event and telling them all about aviation.

This year, with the support of Ringa Hora, we've launched a series of mental health and wellbeing workshops that we're running around the country for aviation engineers. The engineers do really critical work and it was identified that some help with mental health was needed, and Ringa Hora has helped arrange funding for this through the Ringa Awhi fund.

I've been blown away by how helpful the team at Ringa Hora have been. They have been a benchmark for how a skills development agency should work with industry.

- Simon Wallace, Aviation Industry Association

Te anganui ki ngā kaupapa matua o te kāhui kaimahi

Addressing workforce priorities and challenges

Ringa Hora strengthened its dedication to investigating structural and sector-specific workforce dynamics by combining storytelling, data-driven insights, and strategic investments. Our efforts ensure that service industries remain resilient, culturally responsive, and prepared to meet future skill requirements.

Shining a light on hidden potential: the Hidden Gems project

The Hidden Gems project brings to life the stories of experienced role models from five lesser-known service industries: cleaning, financial services, real estate, aviation, and contact centres. While these roles rarely get public recognition, the individuals featured demonstrate characteristics that support Service sector excellence, including dedication, adaptability, and problem-solving skills. Through their lived experiences, we aim to change perceptions by showing meaningful and purposeful careers exist beyond traditional paths.

By sharing deeply personal narratives, we provide visibility and inspiration for learners, career changers, and industry leaders. Each story highlights how perseverance, creativity, and a service-minded approach can lead to rewarding results. This project, along with We Be Who We See, has gained social media engagement and positive feedback from community partners.

Guiding the future workforce: workforce development and industry action plans

Our 2024 Workforce Development Plan and its ten associated Industry Action Plans were developed through extensive consultation with employers, educators, communities, and sector bodies across Aotearoa. We analysed emerging service-sector trends, such as consumer-led digital expectations, workforce ageing, and the increasing centrality of diversity and inclusion, and produced documents that guide industries to respond strategically. The plans identify problems and offer tangible actions, clear timelines, and accountability checkpoints.

These resources have been crucial in shaping qualification design, talent attraction strategies, and workforce capability programmes. For example, insights from the hospitality action plan led to the development of a national leadership micro-credential, while analysis from the cleaning sector guided trial training initiatives for regional employers. Business owners say that having access to an industry-endorsed roadmap gives them confidence to invest in upskilling, cultural capability, and succession planning. The action plans have become key tools in workforce transformation efforts across the entire service economy.

Elevating Pacific contribution: Kele'a research

Published in March 2025, Kele'a: Elevating Pacific futures in the Service sector offers insights into the experiences of over 103,600 Pacific workers, who make up 9% of the service workforce. Along with the data, the report includes the voices of Pacific professionals through interviews and case studies, highlighting barriers and opportunities for career development. It emphasises the importance of collective culture, storytelling, and humility – characteristics that foster workplace cohesion, customer trust, and operational excellence.

The online launch of Kele'a was supported by regional workshops across the motu, including the Pasifika Bankers Collective Network. Kele'a celebrates strengths and redefines workforce planning by urging sectors to incorporate Pacific-led frameworks in leadership development, qualification design, and mentoring structures.

Supporting hospitality businesses to thrive

Ringa Hora partnered with Hospitality New Zealand to develop Hospo Navigator, a digital toolkit designed to support hospitality businesses at every stage of their journey. The first phase, Hospo Launch, was introduced at the HNZ25 Conference and is currently in testing. It offers practical guidance for new operators entering the industry, covering areas such as business planning, compliance, staffing, and systems setup.

Two additional modules are also being developed. Hospo Explore is a business health check tool and is scheduled to launch in October 2025. Hospo Discover is aimed at established businesses ready for growth and is scheduled for release in early 2026. This initiative supports the long-term sustainability and capability of the hospitality sector by delivering accessible, industry-informed tools tailored to evolving workforce needs.



Enabling industry-driven innovation: the Ringa Awhi Fund

The Ringa Awhi fund was created with surplus funds of approximately \$5.4m held by Service IQ and transferred to Ringa Hora when it was established. The purpose of the Ringa Awhi fund is to facilitate collaborative workforce skills leadership and/or brokerage initiatives or projects within the Aviation, Tourism, Travel, Retail and Hospitality industries. The fund is accessible to industry associations in those industries through a process managed by Ringa Hora in collaboration with industry representatives.

This year, the Ringa Awhi Fund enabled Ringa Hora to reinvest residual surplus funding into three strategic, sector-driven projects, amplifying our reach without straining core budgets. Each initiative demonstrates how a small investment can catalyse industry transformation and workforce well-being.

1. Retail NZ's Project Perceptions aimed to transform public and career perceptions of the retail sector. Ringa Hora supported this social research to measure changes in interest and sentiment, enabling the early-stage development of an industry-led job board that connects employers with emerging talent. Early data suggests increased engagement from younger job seekers, with several retailers reporting improved application volumes through the campaign.

2. In partnership with Hospitality NZ, the Helmet Initiative delivered a co-designed mental-health and wellbeing app tailored for hospitality workers. Ringa Awhi funding supported user research workshops, app prototyping, and pilot testing in multiple regional settings. This ensured the tool was culturally-attuned, sector-specific, and grounded in real-world hospitality challenges, from shift stress to fatigue and resilience.
3. Our collaboration with the Travel Agents Association NZ on the Future Leader and Future Fit programme focused on workforce ageing. Ringa Hora supported the creation of a centralised data hub, an advisory steering group, and an integrated Learning Management System (LMS) tied to practical career mapping. Early outcomes include emerging mentorship pairings, elevated professional confidence, and enhanced staff retention metrics, outcomes that signal lasting benefits for the sector.

Communicating with clarity: Service sector infographics

To promote a clearer understanding of the scope and scale of the Service sector, we created and shared a series of sector infographics. These visual tools break down key data and insights across our coverage areas, helping to illustrate workforce composition, training pipelines, and priority

challenges for each industry. The infographics have been well-received by stakeholders and are often used in presentations, engagement events, and planning sessions. They offer a consistent reference point for discussions and ensure that our sector intelligence is accessible and easily understood by a wide range of audiences. The infographics are live documents with phased updates planned.

Strengthening data-led workforce planning

Ringa Hora is developing a workforce forecasting platform to help us better understand and respond to workforce demand across the tourism and hospitality sectors. The tool will provide regional and occupational breakdowns, enabling users to model workforce needs under different scenarios, for example, a rise in international visitors or increased benefit-to-work transitions.

Currently in its testing phase with industry partners, the tool is designed to support employers, educators, and decision-makers with actionable insights. The first version was launched in August 2025 and will support forward-looking planning to address skill shortages and support more resilient workforce pipelines across the Service sector.

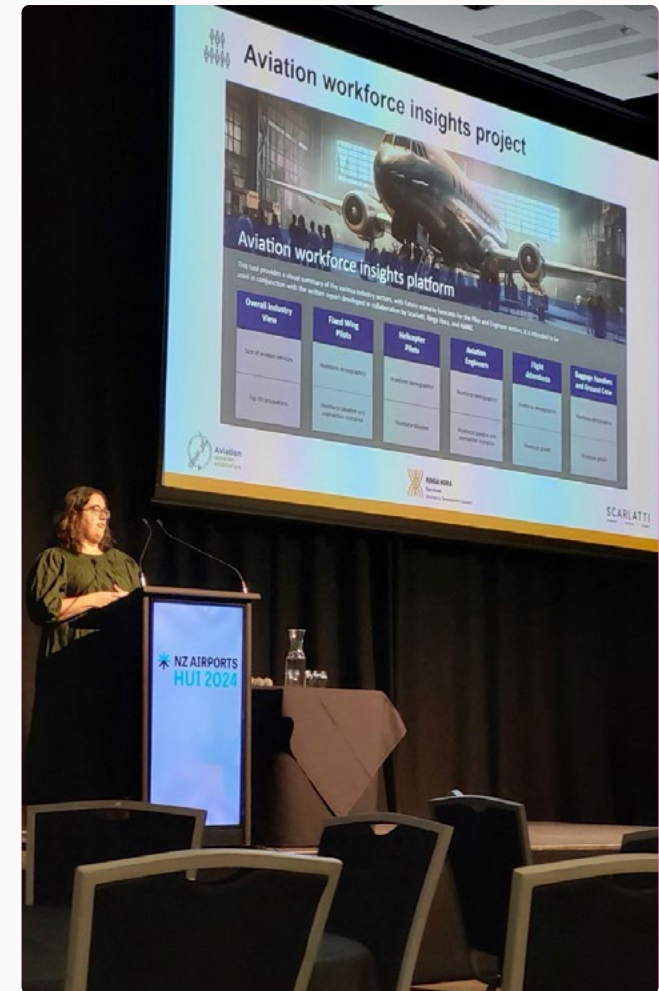
Aronga whāiti Spotlight

Aviation Workforce Insights Platform with AIANZ

This year, we launched Aviation Workforce Insights Platform, an innovative, data-driven initiative funded through the Ringa Awhi Fund. It was co-designed and delivered by Ringa Hora in partnership with the Aviation Industry Association (AIANZ). This collaborative project addressed the need for real-time, sector-specific insights to support strategic workforce planning in aviation, a sector experiencing dynamic changes, from emerging technologies to evolving training requirements.

A Ringa Hora analyst was seconded to AIANZ for six months to support the platform's development. Working with AIANZ's team, the analyst gathered workforce data, interviewed industry stakeholders, and engaged with industry groups. Focus areas included understanding the aviation skills pipeline, barriers for underrepresented groups (especially women and Pacific peoples), and regulatory impacts on training demand.

Beyond its technical features, the platform exemplifies the spirit of partnership and shared responsibility that Ringa Hora and AIANZ have cultivated. It highlights the importance of co-design, ensuring that industry voices influence the development of tools and resources that genuinely meet their needs. The process has bolstered trust between Ringa Hora and AIANZ members, laying a strong foundation for future initiatives based on this collaborative approach.



A view from the Service sector: Hospitality New Zealand

For Matt Padernal of Hospitality New Zealand, partnering with Ringa Hora has been a game-changer - unlocking practical solutions that have strengthened the hospitality and accommodation sector while directly benefiting businesses and their people.



From the outset of the Workforce Development Councils, Ringa Hora proactively reached out to Hospitality New Zealand to collaborate on the industry's skills needs and explore funding opportunities through the Ringa Awhi Fund for high-impact initiatives.

This partnership has enabled the delivery of several key projects that have created lasting value:

- **Hospitality Performance Dashboard** – a digital insights platform being developed to give operators better access to industry data, workforce forecasting, and consumer trends. It will support robust, data-driven advocacy and decision-making for businesses.
- **Typsy Online Training** – originally funded under HostPro (Harm Minimisation), this pivoted into a scalable online learning platform tailored to the hospitality workforce. In just one quarter, Typsy delivered over 3,400 training courses, onboarded 49 new businesses, and supported 12,100 users in completing more than 51,000 lessons, focusing on customer service, food safety, and leadership.
- **Hospitality Sustainability Roadmap** – a sector-wide framework that helps operators reduce their environmental footprint, save costs, and align with

evolving customer and regulatory expectations. This initiative is now part of Hospitality NZ's broader five-year Strategy.

- **Mental Health & Wellbeing Services** – developed in collaboration with industry partners, a practical toolkit was created to support the wellbeing of hospitality workers, addressing one of the industry's greatest challenges: burnout and staff retention.
- **Pacific Hospitality Forum** – a first-of-its-kind event fostering collaboration across Pacific nations, strengthening workforce pathways, and creating shared action plans for future development.

Beyond the individual projects, this collaboration has amplified industry-wide impact, supporting workforce development, driving sustainability, normalising mental health conversations, and building stronger Pacific partnerships.

We've seen firsthand how collective action and tailored support can transform the sector. Ringa Hora's openness and willingness to work alongside us have ensured the outcomes truly meet the needs of businesses and their people.

- Matt Padernal, Hospitality New Zealand

Te whakawhanake me te tautuhi i ngā paerewa me ngā tohu mātauranga

Developing and setting standards and qualifications

Ringa Hora has continued to improve the quality and relevance of qualifications and standards across the Service sector in 2024/25. Our work this year balances continuity and innovation, keeping qualifications responsive, inclusive, and aligned with the evolving needs of employers and learners.

41 qualifications reviewed

410 standards reviewed

43 new credentials developed – skill standards, micro-credentials, qualifications

Ngā arotake me ngā whanaketanga

Regular reviews and developments

Review of business qualifications and standards

The 2024/25 Review of Business Qualifications and Standards has been a cornerstone of our qualifications maintenance efforts this year. This thorough review involved industry, providers, educators, and learners through a series of regional hui held in Taranaki, Wellington, Christchurch, Dunedin, and Invercargill. These hui offered valuable feedback on how the qualifications match the current and future needs of Aotearoa's business sector, emphasising the importance of digital skills, ethical leadership, and flexible delivery options.

Feedback collected during these sessions concluded in March 2025, confirming that the updated qualifications are practical and forward-looking. Providers emphasised the need to incorporate contextual learning and stackable pathways, while employers requested clearer communication of transferable skills.

Credentials were submitted to NZQA in May 2025, ensuring that business qualifications remain current and relevant nationwide.

Working groups have been established to review the unit standards and develop skill standards.



Financial services skill standards

Our work on financial services qualifications has concentrated on ensuring that learners are prepared for the evolving and more regulated insurance and financial advice environment. In collaboration with IBANZ, we reviewed and updated the Level 5 financial services skill standards, refining them to better mirror industry practices. Three new skill standards were introduced: two for the Core strand and one for General Insurance. The standards focus on ethical conduct, building client relationships, and market knowledge.

The updated standards have been well received by industry, with IBANZ noting that the changes better reflect sector terminology and practices. These revised standards will help financial advisers meet the expectations of employers and regulators, boosting public confidence in the profession. Final revisions are in progress, with implementation support planned for 2025.

Micro-credential support

Micro-credentials are fundamental for rapid upskilling. We endorsed 17 applications, showing increasing demand for modular learning. Highlights include developing micro-credentials such as Introduction to AI Technology and AI Assistant Creation with the Summit Institute, Taxation in the Creative Sector with Te Pūkenga, and a set of micro-credentials for BEIA as part of Te Haeata, offering practical skills for industry needs.

We are also developing micro-credentials in collaboration with Zeducation, The Cause Collective, and Lifeskills that will offer a flexible pathway for learners and equip aspiring leaders or entrepreneurs with essential skills and knowledge for success. Aligned with the BOSS programme for rangatahi in South Auckland, these micro-credentials Introduction to Leadership (Level 3) and Communication and Decision Making for Leadership (Level 3) provide practical skills that stack into the Level 3 New Zealand Certificate in Leadership, highlighting our commitment to equitable learning.



Te whakawhanake i ngā tohu mātauranga me ngā paerewa hou

Developing new transformational qualifications and standards

Future of Service Skills initiative

The Future of Service Skills (FoSS) made significant progress towards creating a nationwide, transferable base for service industry learners. In 2024, we launched the New Zealand Certificate in Service Sector Skills (Level 3) and two key skill standards recognised by NZQA.

We also supported the development and registration of the Success in Service Industries Level 2 micro-credential, delivered by Industry Training Solutions (ITS). This 20-credit credential equips learners, particularly rangatahi, career changers, and those re-entering the workforce, with foundational, transferable skills for Service sector roles. The emphasis on safe work practices, customer service, product knowledge, and workplace conduct directly aligns with the FoSS initiative goals: to create flexible, stackable pathways

that address industry skill shortages and improve learner access and success. The programme has received endorsement from regional and iwi partners, including Whanganui & Partners and Te Rūnanga o Ngā Wairiki Ngāti Apa, for its contribution to local workforce development and its role in addressing gaps in tertiary provision.

Employment advocacy credentials

Ringa Hora has started developing new employment advocate credentials in response to sector calls for increased professionalism and consistency in employment advocacy. This project arose from webinars and consultations held between October 2024 and February 2025. These credentials are being co-designed with sector representatives, including the Employment Law Institute of New Zealand (ELINZ). By integrating legal frameworks and ethical practices, these qualifications will enhance the quality and accountability of advocacy services, offering a clear and professional pathway for practitioners. Final drafts are anticipated to be ready for submission to NZQA on 1 October 2025.

Hospitality Culinary Koha project

The Hospitality Culinary Koha project demonstrates our commitment to modernising qualifications that mirror current industry practices and cultural responsiveness. After a project reset in 2024, we consulted with advisory groups and industry stakeholders through interviews and workshops to collaboratively review updated qualifications for Level 3–5 cookery. These reviewed qualifications, submitted to NZQA in April 2025, feature improved learning outcomes that incorporate manaakitanga, leadership, and sustainability alongside technical culinary skills.

The project has gained widespread support from regional training providers, hospitality employers, and cultural leaders, who recognise the importance of qualifications that promote both technical skill and overall development. Including skill standards within these qualifications helps ensure consistent delivery and assessment across providers, boosting confidence for both learners and employers.

Aviation international flight training qualification

We worked closely with aviation industry providers to develop a new international flight training qualification that complies with New Zealand Civil Aviation Rules, Immigration New Zealand visa requirements, and international market demands. This joint effort, which lasted over eight months, involved provider workshops, industry consultations, and analysis of regulatory frameworks to ensure that the qualification is both solid and practical.

The qualification draft was submitted to NZQA in November 2024, establishing New Zealand as a leader in aviation training for both domestic and international students. This initiative supports the development of a skilled aviation workforce and keeps training pathways competitive in a global market.



Aronga whāiti Spotlight

Te Manu Arataki Leadership qualifications

Te Manu Arataki leadership project reached a major milestone in May 2025, with the New Zealand Certificates in Leadership (Levels 3 and 4) receiving official approval from NZQA. This milestone is the result of over 18 months of deep engagement and collaboration with employers, education providers, iwi and mātauranga Māori practitioners, Pacific leaders, Ringa Hora staff, and other Workforce Development Councils.

At the heart of Te Manu Arataki is a clear distinction between leadership and management, reflecting a sector-wide belief that effective leadership goes beyond formal titles and job descriptions. Consultations consistently showed that leadership is about everyday interactions, shaping workplace culture, nurturing others, and acting with empathy. This insight is especially relevant in the Service sector, where many individuals get early chances to lead through mentoring, team coordination, and customer engagement. The project aims to support these everyday leaders who make a real difference across Aotearoa.

Te Manu Arataki emphasises that leadership begins with the individual, promoting self-awareness, confidence, and reflection on personal styles. It highlights core strengths like empathy, adaptability, and customer-focused thinking, integrating these qualities to ensure practical, workplace-relevant skills. This approach fosters the confidence of Service sector workers as leaders, enabling them to contribute to success within their organisations and the community.

Ringa Hora is dedicated to expanding leadership pathways through the ongoing development of Levels 5 and 6 Diplomas in Strategic Leadership. These higher-level qualifications will cover strategic skills such as systems thinking, change management, and community engagement, preparing a new generation of leaders who can foster innovation and inclusive growth across Aotearoa's service industries.



A view from the Service sector: Business Events Industry Aotearoa

For Lisa Hopkins of Business Events Industry Aotearoa, real progress happens when sector expertise meets open collaboration. She shares how working closely with Ringa Hora is helping shape a future-focused, fit-for-purpose pathway for the industry.

The cooperation with Ringa Hora has been excellent. One of the smartest things we did was to have one of the Ringa Hora team embed themselves in our office one day a week, as a way to understand more about our sector. It has really helped with the ongoing development of the vocational training modules we are developing and provides an opportunity to meet with industry directly. As a result, Ringa Hora conducted a survey to our members, which has helped give fantastic insights into the industry skill needs.

We discussed the best way to put together a vocational programme for the industry and collectively decided to create a steering committee to provide a framework, which morphed into a content development committee. While one of the papers we are working on will be targeted towards high school, thanks to the Ringa Hora survey, we understood that since most people in our industry are already working, be it in hotels, conferences, restaurants, or tourism, we felt the best way we can support those who have ambitions in this industry is to develop a programme that they can learn on-site while they work.

The credentials that are being created will be ready to kick off in 2026. This works well because by then we will have the last of our three international convention centre's open, as well as more hotels and expect to see activity ramping up across the country.

One of the things that I was particularly grateful to the Ringa Hora team for was their ability to really help us understand how the education sector works. Their willingness to provide their level of expertise in a space that we're not experts in, but on a subject that we are experts in, was very helpful. I hugely appreciate their willingness to truly understand our sector. It's been an extraordinary and rewarding partnership. The business events sector can take you all over the world, and we want to make sure people really understand how they can make a career out of it.

- Lisa Hopkins, Business Events Industry Aotearoa



Te hōtaka me te whakaōrite aromatawai

Endorsing programmes and moderating assessments

Ringa Hora continues to embed robust and forward-looking quality assurance practices that meet the changing needs of the vocational education and training sector. Our approach goes beyond compliance and aims to build confidence in programme delivery and assessment while supporting consistency, relevance, and excellence across the Service sector.

42 Programme endorsement applications processed

533 Assessments pre-moderated

280 Assessments post-moderated

60 Provider site visits

673 Consent to Assess applications processed

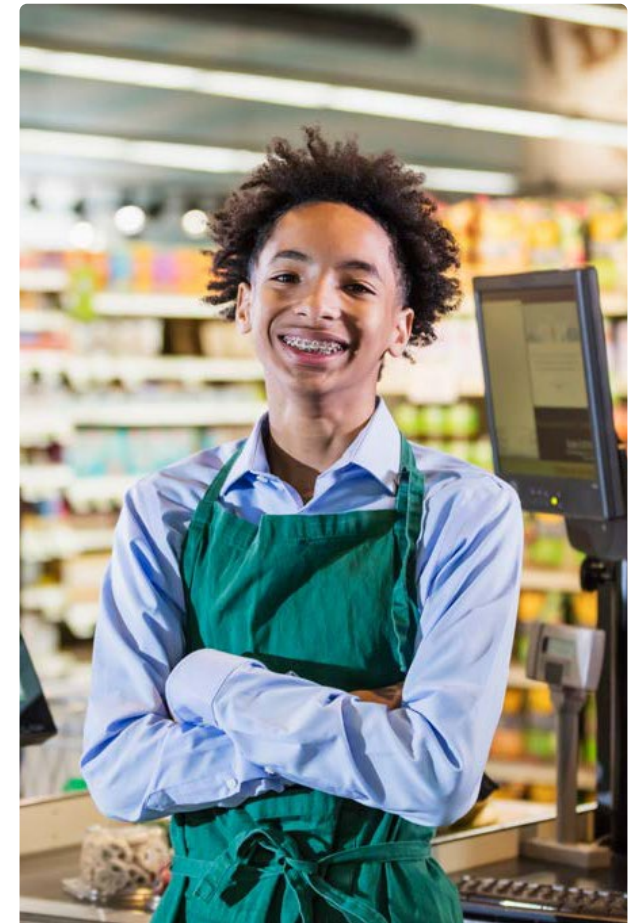
Te Whakaōrite Moderation

We completed all national external moderation activities in line with the National External Quality Assurance Plan, published annually on our website. This plan promotes transparency for providers and clarifies expectations around pre- and post-assessment moderation.

Insights from our Industry Summaries

Our 2024 Quality Assurance Industry Summary, published in March 2025, reflected the sector's ongoing dedication to quality and the maturing of provider practices. A recurring theme throughout the report was the need for clearer guidance on the purpose of moderation, especially its role in ensuring fairness for learners and maintaining qualification credibility. This feedback is guiding improvements to our support materials and moderation feedback templates.

Notably, feedback from the Security Provider QA initiative in November 2024 led to targeted actions, including adding on-site moderation in the 2025 planning and encouraging providers to share collective assessment resources. These steps aim to improve consistency in assessment practices, especially for high-stakes qualifications such as the Certificate of Approval (CoA) in the security sector.



A more streamlined Consent to Assess process

We have adopted a single Consent and Moderation Requirements (CMR) approach for our entire coverage, replacing seven separate documents. The New Zealand Qualifications Authority has approved and published CMR0112 – Version 8, which simplifies the CMR process. Effective from May 2025, this will help to streamline the process for both Ringa Hora and our education organisations during a year of transition. The updated CMR enhances consistency while still recognising the unique needs of industries across the Service sector, and we will continue to support providers with guidance as they adapt to the streamlined process.



Aronga whāiti Spotlight

Elevating assessment excellence

As part of our 2025 National External Quality Assurance Plan, Ringa Hora delivered a series of assessment best practice workshops to inspire excellence in post-assessment moderation.

Sparked by a successful pilot at the CATE conference in late 2024, the Quality Assurance team delivered nine workshops across Auckland, Hamilton, Wellington, Nelson, and Christchurch in June 2025.

Designed to be hands-on, practical, and engaging, the workshops attracted over 100 educators and assessors. Feedback was positive, with participants praising the relevance of content, welcoming facilitation, and the real-world transferability of learnings. Some even requested customised sessions for their own teams.



A view from the Service sector: Tourism Industry Aotearoa

For Rebecca Ingram of Tourism Industry Aotearoa, building a resilient, future-ready workforce is essential to delivering world-class visitor experiences. She explains how the partnership with Ringa Hora and the use of forecasting tools is helping turn that vision into action.

Our tourism workforce is an industry fundamental that we need to get right. Tourism is essentially a people industry, meaning that our staff are the interface to our visitors and are essential to the quality of the visitor experience.

We have worked closely with Ringa Hora to progress activity that sits within 'Grow the Tourism Workforce', Action 9 of the industry strategy, Tourism 2050 – a Blueprint for Impact. As part of this, we have focused on ensuring the Vocational Education and Training (VET) system delivers for tourism and the people who work within it.

Getting the settings right for vocational education and work-based training is critical for our industry, given that many of the jobs in the industry are best learned on the job or with targeted training programmes.

With the government's focus to boost tourism, developing our workforce is ever more important. This growth will require a workforce of sufficient size and a wide range of skills to support tourism as it develops to meet changing technologies and visitors' expectations.

Tourism Industry Aotearoa has been working closely with Ringa Hora to develop a workforce and skills forecasting model that allows industries – and others – to model different scenarios and options for addressing workforce shortages. Ringa Hora has been a critical driver of this work for tourism, and as a contributing partner, we are confident that this work will provide the insights needed to ensure we have the right people in the right places at the right time.

- Rebecca Ingram, Tourism Industry Aotearoa



Ngā whakamāherehere ki Te Amorangi Mātauranga Matua

Advice to the Tertiary Education Commission

Ngā Whakamāherehere Haumi ā-Tau Annual Investment Advice

In November 2024, Ringa Hora submitted its formal investment advice to the Tertiary Education Commission (TEC) for the 2026 funding year. Our recommendations were grounded in extensive industry engagement, workforce insights, and analysis of ongoing and emerging challenges across the Service sector. Despite expected changes to funding arrangements in 2026, our advice continued to strongly advocate for increased investment in qualifications across key industries, particularly business, hospitality, tourism, aviation, and security.

This advice reflects continuity from previous years but incorporates updated data and industry feedback, ensuring our recommendations are both future-focused and pragmatic. We also acknowledged the importance of flexible delivery and stackable credentials, which better meet the dynamic needs of employers and learners.

Our full investment advice was published on our website in early 2025, affirming our commitment to transparency and enabling industry stakeholders to align their own planning with our recommendations.



Te pāhekoheko

Collaboration

Ringa Hora emphasises active collaboration across the Ohu Ahumahi network of Workforce Development Councils (WDCs), recognising that shared challenges need shared solutions. Collaborating with WDCs boosts impact, aligns strategies, and better supports industries, learners, and communities.

Functional alignment and cross-WDC leadership

We maintain representation across WDC groups. Our Council Chair attends co-chair meetings, while Finance, Audit and Risk (FAR) and People, Culture, and Capability (PCC) subcommittee chairs help with strategic governance. Council members participate in Te Kāhui Ahumahi and Pacific Fono. Our Transformational Leadership Team (TLT) members regularly attend the CE Group, Te Herenga Kura, and Communities of Practice. Tier three managers and kaimahi are involved in networks across operational areas. These forums support investment advice, qualification systems, quality assurance, and equity practices. They also share operational challenges and respond to the VET environment.

Cross-WDC DEI rōpū and shared equity commitments

In December, we hosted the inaugural Cross-Ohu Ahumahi Diversity, Equity, and Inclusion (DEI) Rōpū Hui. This gathering brought together kaimahi from all six WDCs to discuss shared challenges and opportunities related to DEI, covering aspects like organisational culture and external engagement with diverse communities, industries, and learner groups.

The hui confirmed strong alignment across WDCs, serving as a platform for sharing priorities, tools, approaches, and embedding DEI practices. This collective mahi guides ongoing work and improves inclusive practices in vocational education.

Supporting Māori and Pacific outcomes together

Ringa Hora helped develop the Ohu Ahumahi Mātauranga Māori Operational Guidelines for Partnership and Engagement, along with workstreams on Strategy, Insights, Data & Research, and Qualifications & Quality Assurance. These resources promote a consistent, authentic approach for Workforce Development Councils to Te Tiriti implementation and culturally grounded engagement with Māori and iwi.

We also contributed to the launch and implementation of the Mana Moana Pacific Outcomes Framework (MMPOF). This framework was developed collaboratively across all WDCs and centres on Pacific values and aspirations, aiming to improve how vocational education supports Pacific learners and workers. Ringa Hora is now working on a Service sector-specific implementation plan, led by our Ā-kiwa Pacific leads, with actions scheduled through to December 2025.

Regional collaboration for economic development

In September, Ringa Hora partnered with Waihanga Ara Rau to support the Hawke's Bay Pacific Economic Development Network event, gathering government agencies, WDCs, Pacific businesses, and community leaders together to explore workforce resilience after Cyclone Gabrielle. Our role was to connect vocational education to regional development, share workforce planning examples, and promote training that reflects Pacific community realities. This partnership showed how WDCs can contribute to recovery and capability building.

Cross-agency collaboration for VET transformation

Beyond the Ohu Ahumahi network, Ringa Hora contributes to system building through cross-agency collaboration. For example, the Public Service Commission facilitated a workshop in late 2024 where VET stakeholders such as WDCs, TEC, NZQA, MBIE, and Te Pūkenga discussed improving vocational outcomes through shared insights and collaboration. The workshop highlighted the importance of cross-agency collaboration, focusing on those actively driving system change and aligning efforts to improve outcomes across the VET system. Ringa Hora highlighted workforce insights, quality assurance, and qualifications as key to equitable access and learner success across the motu.



Tō mātou whakaaweawe

Our impact

Annual Ringa Hora performance survey

The 2025 annual survey of providers and industry was delivered in two tranches. At the request of TEC, we were asked to carry out the Industry Impact Survey in March 2025. While the Provider Impact Survey was disseminated in July 2025.

In total, 121 responded to these surveys consisting of industry, Māori, Pacific peoples, tāngata whaikaha, and vocational pathways perspectives,

alongside education providers. We are pleased to report that despite the challenging circumstances, more people responded to our surveys as compared to last year.

The impact measures indicate that our performance and value of our mahi remains strong. Across our industry impact measures, scores were almost identical across the board when compared to last year. We did however see a significant jump in our regionally focused impact measure which in many

ways reflects the concerted effort we have made in developing strong connections with our regional and remote industry stakeholders and providers.

A significant theme about the transition into the new entities strongly emerged from the survey kōrero. Participants expressed concern over uncertainty facing the vocational education system, learners, and businesses. They also spoke about the change fatigue they are experiencing and the impact it has had on industry and learners.



Ō mātou kaimahi

Our people

He mihi aroha tēnei ki te whānau o Ringa Hora. He toki ngā kaimahi – i roto i te rangimārie, te manawanui, me te ngākau pono, e ū tonu ana ki te tautoko i ngā rāngai me ngā hāpori e mahi nei rātou. Ahakoa ngā piki me ngā heke o te wā, ka pūmau te aronga ki te tangata. Nā Ringa Hora i āta whakatō te āhuru mōwai mō te hunga mahi, kia tau, kia māia. E whakamanawa ana i te ahurea o te whakawhirinaki, te ngākau kotahi, me te urutaunga – he tohu ēnei nō ngā tino nako o Ringa Hora.

Our people are the heart of Ringa Hora. Throughout the year, our kaimahi have shown incredible commitment, resilience, and unity – navigating uncertainty with grace and continuing to deliver meaningful outcomes for the industries and communities we serve.

Supporting our kaimahi through change

As the proposed disestablishment of Workforce Development Councils was announced, we prioritised supporting kaimahi through clear communication and a values-driven approach to change management. Our leadership and governance teams actively created space for staff to process, adapt, and stay focused on the people and communities we serve.

Maintaining an engaged and productive workforce during this period of disruption has been a key achievement. We are proud of the culture of trust, shared purpose, and adaptability that continues to define Ringa Hora.

Listening to our people: 2025 engagement survey

In April 2025, our latest Culture Amp Engagement Survey had a 92% response rate. Results showed strong internal culture, with 98% believing in the commitment of Ringa Hora to Te Tiriti o Waitangi, and 94% feeling that they know how their work contributes to the goals of Ringa Hora. Many noted an improvement in open and honest two-way communication between teams, as well as positive changes from staff feedback, indicating trust in our willingness to listen and evolve.

The survey also highlighted areas for improvement, such as strengthening the daily practice of our ngā uara values and enhancing cross-team communication. These insights are already influencing our people and culture priorities for the remainder of the year.

Building cultural capability

Our partnership with the Centre for Pacific Languages provided an immersive training experience grounded in the Mana Moana Pacific Outcomes Framework. The sessions combined talanoa, storytelling, and island-specific protocols, creating a rich, practical learning environment. Every participant gained new knowledge, and the vast majority (93%) left feeling more confident to engage respectfully with Pacific communities. There is now a strong appetite across the organisation for in-depth exploration of Pacific migration, colonisation, and role-specific cultural practices. Ringa Hora has also collaborated with other Ohu Ahumahi to celebrate Pacific Island culture in many ways, including efforts

to highlight events and culture at the daily cross-Ohu Ahumahi karakia and celebrations of several Pacific Island language weeks via shared meals and social media language information.

We've also continued our commitment to growing Te Ao Māori capability through Te Tiriti workshops with Te Atakura Educators, reo Māori classes via Te Ataarangi, and by developing a Ringa Hora karakia and waiata. The Strategy and Partnerships teams also participated in kaupapa kōrero sessions, while the Quality Assurance team undertook targeted Mātauranga Māori sessions, helping us integrate cultural understanding into our daily operations.

Anchored in our values

We continue to foster a workplace culture grounded in our ngā uara values and collective impact. Our team is united in their dedication to support Māori, Pacific, and tāngata whaikaha learners and communities, and to serve with integrity and purpose, even in times of change.

As we work towards the disestablishment of Ringa Hora, we remain deeply grateful for the skill, mana, and generosity of our kaimahi. Their aroha and actions are what have made Ringa Hora a place where people and purpose truly align.



Ringa Hora kaimahi, Te Whanganui a Tara Wellington

Ō mātou kaimahi

Our kaimahi

Gender



36

Female



19

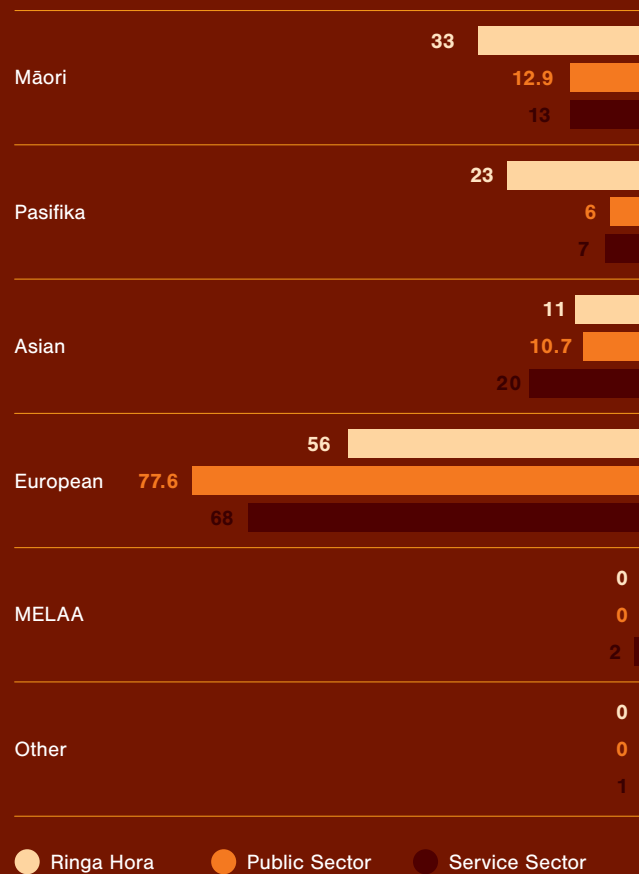
Male



1

Gender diverse

Ethnicity



Location



Preparing for continuity through transition

As Ringa Hora prepares for the move to Industry Skills Boards, we are committed to ensuring that Māori, Pacific, and tāngata whaikaha aspirations remain protected and advanced. We are documenting and handing over:

- frameworks: He Rau Ranga Tira, Mana Moana Pacific Outcomes Framework, Mata Ārahi Manomano.
- data and insights: Tirohia ki Tua, Kele'a, Workforce Development and Action Plans, Sector specific data snapshots.
- relationships: Māori and Pacific networks, unions, industry partners, providers.

This mahi is central to continuity so that the next system inherits not only the functions but also the values and commitments that have defined the Ringa Hora approach to equity.



Te mana whakahaere

Governance

As we navigate significant transition, we wish to express our heartfelt appreciation to our Council. Their leadership, clear purpose, and commitment to the values of Ringa Hora have been a guiding force. We acknowledge and thank them for their service, for the wisdom they have shared, the time they have given, and the care with which they have supported our kaimahi and our kaupapa.

Te anga Poari me ōna haepapa

Governance structure and responsibilities

The Ringa Hora Council operates in accordance with the obligations and responsibilities outlined in these frameworks:

- The Services Workforce Development Council Order in Council
- The Education and Training Act 2020
- Our TEC Funding Agreement and associated conditions

- The TEC Chief Executive's Letter of Expectations
- Ringa Hora's Code of Ethics and Code of Conduct policies

Our Council reflects a diversity of Māori and Pacific leadership, alongside deep expertise across the Service sector. Throughout the year, Council members have provided steady and considered governance, contributing to forums such as the Pacific Fono, Kāhui Ahumahi, and a range of cross-Ohu Ahumahi hui. Their presence across these spaces has amplified the voice of the Service sector and helped shape broader system conversations. Council members have also actively supported industry engagement and helped encourage participation in Ministry of Education and TEC-led consultations on the future of vocational education.

Ngā komiti o te Poari

Council committees

Under the Order in Council, the Ringa Hora Council may establish committees to support its governance functions. Three sub-committees provided targeted oversight and advice throughout the year:

- Finance, Audit and Risk (FAR): Focused on financial reporting, risk management, internal controls, and audit processes, with a commitment to performance

reporting that upholds Te Tiriti o Waitangi. The committee, made up of four members including the Chair, met four times.

- People, Culture and Capability (PCC): Oversaw staff wellbeing, health and safety, and remuneration advice, while ensuring our internal practices reflect Te Tiriti o Waitangi. This four-member committee met twice during the year.
- Ngā Ringa Kōtuitui: Provided strategic guidance on effective engagement across Ringa Hora industries, identifying opportunities for collaboration and sector voice. The committee included five members and met four times.

Our sub-committees also play a critical role in embedding our Te Tiriti o Waitangi, Pacific peoples and tāngata whaikaha obligations into decision-making. They ensure that equity commitments are resourced and monitored through our financial and risk frameworks, and integrated into our people strategies, capability building, and wellbeing initiatives. This approach ensures equity is not treated as separate, but as a core part of governance practice.

Ngā mema o te Poari Council members



Hinerangi Edwards ONZM, Chair

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



Jill Hatchwell

Jill is an experienced professional director, with a background in the aviation industry and professional services consultancy. She is a director of Air Ops NZ (CAA Part 125 AOC holder) and is on the board of the Civil Aviation Authority, the regulator of New Zealand's aviation industry. Current directorships include WellingtonNZ, listed companies including Promisia Healthcare Ltd, Chatham Rock Phosphate Ltd, and Aorere Resources Ltd. She chairs the audit and risk sub-committees of all these entities.



Maxine Gay

Maxine Gay is a semi-retired trade union and NGO leader. She was the general manager of Pillars Ka Pou Whakahou until 2023, a charitable organisation that helps create positive futures for the children of people in prison in Aotearoa New Zealand. Maxine worked in trade unions for 35 years, holding various leadership roles such as president of the Asia Pacific Women's Committee for UNI, and president of the New Zealand Trade Union Federation. Maxine was a director of the Retail Institute ITO as well as Service IQ prior to the establishment of Ringa Hora.



Dan Te Whenua Walker

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

*Full Council bios can be found on our website
ringahora.nz/about-us/meet-our-council/

Ngā mema o te Poari Council members



Hinurewa te Hau

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



Alastair Carruthers, CNZM

Alastair is a professional director with extensive experience in the Service sector, including professional services, tertiary education, hospitality, beverages, retail and food. He chairs TVNZ, recently chaired the New Zealand Film Commission, and holds several other directorships for Auckland cultural institutions and economic development.



Loren Aberhart

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



Fonteyn Moses-Te Kani

Fonteyn Moses-Te Kani (Ngāti Porou, Ngāi Tahu, Tūhoe, Ngāti Maniapoto) is Poutiaki – Director Māori Strategy and Indigenous Inclusion, Westpac NZ, Board member of Toitū Tāhū – Centre of Sustainable Finance, Tui Trust, We Care Trust, Te Waiu O Aotearoa Trust as well as being part of Tāwhia – Māori Bankers Rōpū. Her career has spanned over 30 years in the finance industry focused on supporting the growth of the Māori economy through working with iwi, Māori whenua and whānau businesses and collectives.

*Full Council bios can be found on our website
ringahora.nz/about-us/meet-our-council/

Meeting attendance

Councillor	Other Roles	Start date of appointment	Term of appointment	Council fee received (\$)	Council meetings attended	Appointed by
Hinerangi Edwards	• Council Chair • Member of Finance, Audit, and Risk Sub-committee • Member of People, Culture and Capability Sub-committee • Member of Pacific Fono • Member of Te Kāhui Ahumahi	11 June 2021	15 June 2026	\$53,730	Attended 19 Council and Sub-committee meetings, with an attendance rate of 95%.	Ministerial appointment (second term)
Hinurewa te Hau	• Chair of Engagement Sub-committee • Member of Finance, Audit, and Risk Sub-committee • Member of Pacific Fono • Member of Te Kāhui Ahumahi	7 July 2021	30 June 2025	\$26,829	Attended 11 Council and Sub-committee meetings, with an attendance rate of 69%.	Council appointment (second term)
Jill Hatchwell	• Chair of Finance, Audit, and Risk Sub-committee	11 June 2021	15 June 2026	\$29,065	13 Council and Sub-committee meetings, with an attendance rate of 93%.	Ministerial appointment (second term)
Maxine Gay	• Chair of People, Culture and Capability Sub-committee	7 July 2021	30 June 2024	\$29,329	13 Council and Sub-committee meetings, with an attendance rate of 100%.	Council appointment
Alastair Carruthers	• Member of Finance, Audit, and Risk Sub-committee	7 July 2021	1 September 2025	\$27,093	Attended 14 Council and Sub-committee meetings, with an attendance rate of 100%.	Ministerial appointment (second term)
Dan Te Whenua Walker	• Member of Engagement Sub-committee	15 June 2023	15 June 2026	\$26,829	Attended 12 Council and Sub-committee meetings, with an attendance rate of 92%.	Council appointment
Fonteyn Moses-Te Kani	• Member of People, Culture and Capability Sub-committee • Member of Engagement Sub-committee	1 September 2022	1 September 2025	\$26,829 *	Attended 13 Council and Sub-committee meetings, with an attendance rate of 81%.	Council appointment
Loren Aberhart	• Member of Engagement Sub-committee • Member of People, Culture and Capability Sub-committee	7 July 2021	30 June 2024	\$26,829	9 Council and Sub-committee meetings, with an attendance rate of 56%.	Council appointment
Paul Retimanu	• Member of Engagement Sub-committee	7 July 2021	30 June 2024	\$6,972	2 Council and Sub-committee meetings	Ministerial appointment

Following the end of Paul Retimanu's term in 2024, the decision was made – supported by the TEC and Minister for Vocational Education and Training – not to appoint a replacement, in recognition of the ongoing transition of the vocational education system. Additionally, a small number of Council members have continued beyond their original term expiry dates to provide continuity and support through this period of organisational change. These arrangements have ensured stability while Ringa Hora prepares for the system's next phase.

Note: In addition to the formal Council meetings above, five informal drop-in sessions were held throughout the year to support transition. Attendance at these sessions was optional.

* Fonteyn Moses-Te Kani donated her council fees to The Generator, an initiative that helps people on low incomes with a community services card to kickstart their business ventures and improve their financial position.



He tauākī tutukinga ā-mahi

Statement of service performance 2024/25



Our vision

Skills for life, wherever it takes you.

Our purpose

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

Specifically, we:

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

Our core functions

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

Our strategic priorities

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

Our strategic priorities	Should create these impacts	How we will ensure our impact endures in the system
Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relationships.	• Empower Māori success within the Service sector • Improve equity for Māori within the Service sector	• Embed Māori partnership principles in all transition activities • Document and preserve mātauranga Māori and partnership models for future use • Ensure Māori voices are represented in handover materials and transition briefings
Enabling a vocational education system that is led by industry priorities and insights.	• Help to drive and shape the direction of the vocational education system in Aotearoa • Identify and address workforce priorities and challenges	• Maintain and transfer workforce intelligence and data insights • Capture and share lessons learned from industry engagement • Ensure continuity of key relationships and feedback loops with industry for ISBs
Contributing to an excellent vocational education system that offers fit-for-purpose programmes, standards, and qualifications.	• Make vocational education more easily accessible for learners and workers • Make vocational education more adaptive, flexible, and better able to meet rapid changes in skills and workforce requirements	• Provide clear documentation and rationale for paused or discontinued products • Ensure moderation and endorsement processes are transitioned with integrity and clarity
Being regionally responsive by ensuring that vocational education is accessible and relevant for the regions of Aotearoa.	• Align the workforce and skills pipeline with regional economic priorities • Support sustainable economies in the regions	• Preserve regional engagement strategies and insights • Ensure regional data and priorities are included in transition materials • Support regional stakeholders with tailored transition communications and resources



Our achievements and impact

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

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

This commitment underpins everything we do: how we engage, how we work, and how we help ensure te ao Māori values are central to the vocational education system.

What success looks like	What we've achieved and where we're going	How this compares to previous years
Our success will be built on the strength of our relationships with Māori. We are being guided by Māori, hapū, and iwi about their specific aspirations, and how this translates to expectations of us.	We have continued to strengthen our commitment to fostering genuine and respectful relationships with Māori, hapū, and iwi, while enhancing our internal understanding and capability in Te Ao Māori. As highlighted in our Annual Report under the section Giving effect to Te Tiriti o Waitangi and supporting Māori Crown relations, some of our key achievements include: • Completion and release of Tirohia ki Tua, a resource that weaves together dimensions of te ao Māori reflecting the motivation, actions, and influence of Māori in Service sector industries. • Hosting the second annual Tuia event, which championed intergenerational success for Māori in the billion-dollar Service sector. • Continued integration and application of He Rau Ranga Tira, originally developed in 2024 by the Te Tiriti o Waitangi Working Group - a guiding framework for giving effect to Te Tiriti o Waitangi across WDC activities in 2025. • Developed the Ohu Ahumahi Mātauranga Māori Operational Guidelines for Partnership and Engagement, along with workstreams on Strategy, Insights, Data & Research, and Qualifications & Quality Assurance. These resources promote a consistent, authentic approach to Te Tiriti implementation and culturally grounded engagement with Māori and iwi. • Ongoing engagement throughout the year with Māori in business and industry to ensure their voices are heard and reflected in our work.	In 2023/24, we advanced our commitment to Te Tiriti o Waitangi by deepening relationships with Māori, hapū, and iwi, and strengthening our te ao Māori capability. Key achievements included the implementation of He Rau Ranga Tira, our Te Tiriti Kaupapa, the launch of the Mātauranga Māori Framework and engagement guidelines, the delivery of key events including Tuia 2023, the Kaupapa Māori Aviation Hui, and Te Mata Ārahi Manomano careers framework.

Performance measures for our core function: Leadership and Engagement

Core function		Provide skills and workforce leadership for the specified industries, including by identifying their current and future needs and advocating for those needs to be met through its work with the industries and with schools, providers, regional bodies, and the Government.																									
What success looks like	Measures of success (2024/25)	How we've measured success and what we've achieved	How this compares to previous years																								
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 maintain strong and effective engagement across the full breadth and depth of our industries and key groups.	L&E1a: Map(s) of industry and the key groups we serve are in place and are used to inform and develop our engagement. Ringa Hora applied the industry framework to determine which industries to prioritise, focusing on where we could achieve tangible outcomes within 12 months and support readiness for the future VET system. Prioritisation was guided by factors such as industry size, potential for Māori and Pacific workforce growth, timing of qualification reviews, existing coverage by other organisations, and current engagement levels with Ringa Hora and VET. We recorded 1033 engagements led by us, that is, not including those that were led by another WDC that we contributed to. This below shows our 2024/25 engagements compared with our 2023/24 engagements by group: <table><tr><th>Organisation category</th><th>Number of Engagements – 2024/2025⁵</th><th>Number of Engagements – 2023/2024</th></tr><tr><td>Māori</td><td>36</td><td>49</td></tr><tr><td>Pacific</td><td>15</td><td>9</td></tr><tr><td>Education</td><td>173</td><td>263</td></tr><tr><td>Industry</td><td>633</td><td>733</td></tr><tr><td>Government and regulatory or registration bodies</td><td>121</td><td>147</td></tr><tr><td>General Engagement (Organisation type not recorded)</td><td>55</td><td>47</td></tr><tr><td>Total</td><td>1033</td><td>1248</td></tr></table>	Organisation category	Number of Engagements – 2024/2025 ⁵	Number of Engagements – 2023/2024	Māori	36	49	Pacific	15	9	Education	173	263	Industry	633	733	Government and regulatory or registration bodies	121	147	General Engagement (Organisation type not recorded)	55	47	Total	1033	1248	In 2023/24, we used the Industry Framework as a foundation to identify key areas of focus for engagement across our industry coverage. This approach shifted us away from using the number of engagements as the sole metric for performance. Instead, we used engagement numbers to verify alignment with our identified focus areas.
Organisation category	Number of Engagements – 2024/2025 ⁵	Number of Engagements – 2023/2024																									
Māori	36	49																									
Pacific	15	9																									
Education	173	263																									
Industry	633	733																									
Government and regulatory or registration bodies	121	147																									
General Engagement (Organisation type not recorded)	55	47																									
Total	1033	1248																									
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&E2: The annual Workforce Development Plan (WDP) includes data, insights, challenges, priorities, and joint actions for industry and key groups, addresses regional economic priorities, and ensures identified actions are implemented on time and to a high quality.	L&E2a: The annual Workforce Development Plan (WDP) is published with clear inclusion of data, insights, challenges, priorities, and joint actions, and demonstrates evidence of input from industry and key groups we serve. We published our third Workforce Development Plan (WDP), along with Industry Action Plans (IAPs) for all sectors except Aviation. These documents provide clear data, insights, challenges, priorities, and joint actions to guide industry and key groups through a rapidly evolving environment. Each IAP addressed regional economic priorities and was tailored to the specific needs of its sector through detailed analysis. The development of the WDP, IAPs, and supporting resources was informed by targeted engagement with industry and key groups, as outlined in the Leadership and Engagement section of our Annual Report. Implementation of the identified actions was actively monitored to ensure they were delivered on time and to a high standard.	In September 2023, we published our second Workforce Development Plan (WDP) along with associated Industry Action Plans (IAPs), building on the foundation laid by our inaugural plan in 2022.																								

Performance measures for our core function: Developing and setting standards, capstone assessments, and qualifications

Core function	• Develop, set, and maintain skill standards. • Develop and maintain industry qualifications for listing on the Qualifications and Credentials Framework and to maintain qualifications for which it has become the qualifications developer. • Develop and maintain micro-credentials. • Develop and maintain national curricula for qualifications for which it is responsible as a standard-setting body.		
What success looks like	Measures of success (2024/25)	How we've measured success and what we've achieved	How this compares to previous years
Skill standards, qualifications and credentials, are developed and maintained, and meet industry standards. (QSP)	QSP1: 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.	QSP1: The self-assessment report is submitted on time to NZQA, includes supporting quantitative and qualitative evidence, and is accepted with a positive confidence level, as determined by NZQA's rating system. As NZQA did not request a self-assessment report from Ringa Hora for the 2024/25 period, one was not completed. Instead, NZQA monitored our delivery of this function through existing reporting channels. To support its review, NZQA will assess documentation and reports already submitted by each WDC to TEC, along with the previous NZQA monitoring report, to produce a high-level summary of WDC activities over the past year. We will complete a close-out report by the end of 2025, ahead of the transition to Industry Skills Bodies (ISBs).	We completed our annual NZQA self-assessment report for the period 1 July 2023 to 30 June 2024 and submitted it on time to NZQA on 31 July 2024. The report included both quantitative and qualitative evidence and, for 2024, covered our Qualifications System Product and Quality Assurance functions.
	QSP2: Our qualification system products functions are delivered on time and to a high standard.	QSP2a: Standards, micro-credentials, and qualifications are reviewed within agreed timeframes, to a high standard, and in accordance with NZQA requirements. All qualifications and standards formally approved by NZQA met a high level of quality. We had 104 current qualifications which includes: • approved applications for 41 qualifications (including 5 qualifications submitted pre-June 2024) • 3 applications for 14 qualifications submitted before 30 June 2025 that are still being evaluated • one new micro-credential. The remaining qualifications were not up for review in the period. We had 1680 current standards (including 42 new skill standards) • We reviewed 410 unit standards which involved both development work and maintenance of current unit standards (some of which will be replaced by new skill standards) • 311 standards were approved, including 42 new skill standards, with 152 standards still being evaluated Development work for other new micro-credentials and skill standards is underway but not yet submitted to NZQA. All qualifications and standards met a high level of quality, as they were formally approved by NZQA.	During 2023/24, we had: 102 current qualifications which includes: • Approved applications for 31 qualifications (including 14 qualifications submitted pre-June 2023) • 2 applications for 4 qualifications submitted during June 2024 that are still being evaluated • The remaining qualifications were not up for review in the period • 1718 current standards (including 11 new skill standards) • Over the period we reviewed 646 standards which involved both development work and maintenance of current unit standards • 589 standards were approved, with 57 still being evaluated One micro-credential associated with an LCQ Duty Managers Licence in hospitality venues approved in June 2024

What success looks like	Measures of success (2024/25)	How we've measured success and what we've achieved	How this compares to previous years
		QSP2b: CMRs are maintained within the specified review period or otherwise agreed with NZQA. In 2024, Ringa Hora, along with the five other WDCs, reviewed all six of its CMR documents, leading to NZQA's approval of CMR0112 – Version 8. From May 2025, this version became the single CMR for all Ringa Hora standards, replacing CMRs 0003, 0024, 0028, 0113, and 0121. To support education organisations with this change, Ringa Hora updated all relevant application forms.	During 2023/24, in collaboration with other Ohu Ahumahi, we initiated the process of reviewing our CMRs. This effort involved working closely with NZQA to develop a new CMR template and reassess consent requirements.
Our qualifications, standards and credentials lead to improved outcomes for (priority) learners. (QSP)	QSP3: We track a range of outcomes for (priority) learners for Service sector programmes and compile insights to inform our work.	QSP3: Enrolments of priority learners are tracked, with evidence of efforts to gather additional outcomes for these learners. Insights from available data are used in scoping and developing qualifications, standards, and credentials, as well as to inform other areas of our work. We continue to use the shared data platform launched last year, alongside IDI data and the TEC learner platform, to track enrolments and outcomes for all learners, including priority learners. These data sources enable us to monitor learner progress and identify areas where additional support or targeted interventions may be needed. Insights from this data are used to inform the scoping and development of qualifications, standards, and credentials, ensuring they are responsive to learner needs and industry demands. One example showing how this data has supported our work is the development and release of 11 infographics in 2025, each highlighting key data about selected Service sector industries. These infographics provide insights into the economic size and characteristics of each industry, workforce composition, and training and qualification engagement. Where relevant, the data is broken down by employment type, gender, age group, ethnic group, region, and priority learner status, offering a detailed view of learner participation and outcomes. We also produced Tirohia ki Tua, which explores dimensions of te ao Māori that reflect the motivations, actions, and influence of Māori in our industries. We also developed Kele'a, a resource that celebrates the contributions of Pacific peoples to the Service sector and encourages stakeholders to build on these strengths.	In 2023/24, we launched a platform to track enrolment and completion of accredited qualifications. Alongside existing data from the IDI and TEC learner platform, we supported further research, including a cross-Ohu Ahumahi project by the NZ Policy Research Institute (AUT) on labour market and wellbeing outcomes. Insights from this work informed qualification development, such as the Waihangatia te Āmua Ao: Shaping the Future of Service Skills (FoSS) common core qualification. We also applied learner insights to initiatives like the Workforce Development Plan, Industry Action Plans, and the Māori in Aviation report from our May 2024 Hui.

Performance measures for our core function: Endorsing programmes and moderating assessments

What success looks like	Measures of success (2024/25)	How we've measured success and what we've achieved	How this compares to previous years
Providers programmes are endorsed on behalf of industry, and standards and qualifications are moderated. (QA)	QA1: 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.	QA1: The self-assessment report is submitted on time to NZQA, includes supporting quantitative and qualitative evidence, and is accepted with a positive confidence level, as determined by NZQA's rating system. As NZQA did not request a self-assessment report from Ringa Hora for the 2024/25 period, one was not completed. Instead, NZQA monitored our delivery of this function through existing reporting channels. To support its review, NZQA will assess documentation and reports already submitted by each WDC to TEC, along with the previous NZQA monitoring report, to produce a high-level summary of WDC activities over the past year. We will complete a close-out report by the end of 2025, ahead of the transition to Industry Skills Bodies (ISBs).	We completed our annual NZQA self-assessment report for the period 1 July 2023 to 30 June 2024 and submitted it on time to NZQA on 31 July 2024. The report included both quantitative and qualitative evidence and, for 2024, covered our Qualifications System Product and Quality Assurance functions.
	QA2: Our quality assurance activities are delivered on time and to a high standard.	QA2a: Programme endorsement is completed within 20 working days: We received a total of 42 programme endorsement applications, all of which were evaluated within a 20-working day period. Programme endorsement applications were categorised into two types, as per the NZQA directive: • New programme endorsement applications • Type two programme endorsement applications, which involved making changes to already established programmes Of the 42 applications received, 93% of both new (15) and type two (27) applications were endorsed.	During 2023/24: We received a total of 85 programme endorsement applications, all of which were evaluated within a 20-working day period. • Programme endorsement applications were categorised into two types, as per the NZQA directive: • New programme endorsement applications Type two programme endorsement applications, which involved making changes to already established programmes • Of the 85 applications received, 100% of both new (28) and type two (57) applications were endorsed. Only one type two endorsement was completed outside the agreed service timeframe.
		QA2b: QA2b: National external moderation activities are conducted in accordance with the requirements in the DASS rules. We completed all national external moderation activities in accordance with the requirements in the DASS rules, as evidenced by the approval of our applications by NZQA.	In 2023/2024, we completed all national external moderation activities in accordance with the requirements in the DASS rules, as evidenced by the approval of our applications by NZQA.

What success looks like	Measures of success (2024/25)	How we’ve measured success and what we’ve achieved	How this compares to previous years																																																			
		These tables show the status of our pre- and post-moderation activities as at 30 June 2025 compared to activities a 30 June 2024. Pre- moderation Activities <table><tr><th>Status</th><th>Number of associated unit standards 2024/2025</th><th>Number of associated unit standards 2023/2024</th></tr><tr><td>Approved</td><td>256</td><td>266</td></tr><tr><td>Approved with modification</td><td>138</td><td>193</td></tr><tr><td>In Progress</td><td>0</td><td>28</td></tr><tr><td>Not Approved – Resubmission required</td><td>15</td><td>39</td></tr><tr><td>Withdrawn</td><td>10</td><td>7</td></tr><tr><td>Grand Total</td><td>419</td><td>533</td></tr></table> Post moderation activities <table><tr><th>Status</th><th>Number of associated unit standards 2024/2025⁶</th><th>Number of associated unit standards 2023/2024</th></tr><tr><td>Acceptable</td><td>123</td><td>286</td></tr><tr><td>Acceptable with Changes</td><td>87</td><td>229</td></tr><tr><td>Improvement Plan</td><td>24</td><td>90</td></tr><tr><td>Not Acceptable</td><td>5</td><td>18</td></tr><tr><td>Required Actions</td><td>0</td><td>9</td></tr><tr><td>In progress</td><td>2</td><td>36</td></tr><tr><td>Materials not received</td><td>1</td><td>N/a</td></tr><tr><td>Withdrawn</td><td>0</td><td>0</td></tr><tr><td>Grand total</td><td>242</td><td>668</td></tr></table>	Status	Number of associated unit standards 2024/2025	Number of associated unit standards 2023/2024	Approved	256	266	Approved with modification	138	193	In Progress	0	28	Not Approved – Resubmission required	15	39	Withdrawn	10	7	Grand Total	419	533	Status	Number of associated unit standards 2024/2025 ⁶	Number of associated unit standards 2023/2024	Acceptable	123	286	Acceptable with Changes	87	229	Improvement Plan	24	90	Not Acceptable	5	18	Required Actions	0	9	In progress	2	36	Materials not received	1	N/a	Withdrawn	0	0	Grand total	242	668	
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Grand total	242	668																																																				

⁶ We completed fewer post-moderation assessments this financial year due to a strategic shift away from the traditional paper-based moderation model. Instead, we adopted a more holistic approach that incorporated site visits and best practice workshops, fostering deeper engagement and continuous improvement while reducing the need for formal post-assessment reviews.



Performance measures for our core function: Advisory and representative role

Core function • Provide employers with brokerage and advisory services approved by the Tertiary Education Commission. • Advise the Tertiary Education Commission: • about its overall investment in vocational education and training • about the mix of vocational education and training needed for the one or more specified industries covered by the WDC in the manner required by the Tertiary Education Commission and to represent the interests of the specified industries			
What success looks like	Measures of success (2024/25)	How we've measured success and what we've achieved	How this compares to previous years
Advice is provided to the TEC to the required standard and timeframe. (A&R)	A&R1: There is evidence that our advice to TEC was delivered on time and met the required standard for use. It is informed by industry needs and focuses on directing funding toward better outcomes for priority learner groups. This advice is supported by our industries and key groups and also addresses regional economic priorities	A&R1a: TEC receives timely advice rated 'good' (or equivalent) for workforce need and impact. The advice, informed by industry input, data, and research, focuses on improving outcomes for priority learner groups and incorporates identifiable regional economic priorities. Our fourth round of Investment Advice to TEC, for the 2026 investment decisions, was submitted in October 2024, in line with TEC's timeline. The advice was published in November 2024 and is available on our website, reflecting the high standard of work and transparency in our approach. It incorporates input from industry and key stakeholder groups, supported by data, analytics, and research. We identified the ongoing underrepresentation of Māori, Pacific peoples, and tāngata whaikaha in higher-skilled, higher-paying roles within the Services sector. Regional economic priorities are also clearly reflected throughout the advice.	In November 2023, we provided Investment Advice to the TEC about overarching priority areas for investment in 2024–2026 alongside detailed recommendations on programmes, delivery, regional responses, and qualification priorities where relevant. Our advice was informed by engagements with industry, including what we heard during the 2023 Ringa Hora Industry Engagement Hui, and wider research and analysis.

Performance measures for our core function: Collaboration

What success looks like	Measures of success (2023/24)	How we've measured success What we've achieved and where we're going	How this compares to previous years
We collaborate with other Ohu Ahumahi Workforce Development Councils (WDCs) on matters of joint Interest. (Collab)	Collab1: There is evidence that we collaborate with other WDCs on matters of common interest.	Collab1a: We are represented on and actively contribute to cross-Ohu Ahumahi functional groups, lead cross-Ohu Ahumahi projects, and collaborate on work that impacts other Ohu Ahumahi industries and our engagement with Māori. Building on the strong foundations laid throughout 2023 and 2024, our governance and leadership teams have continued to play a proactive role within cross-Ohu Ahumahi rūpū. By maintaining active engagement in these collaborative groups, we've strengthened our partnerships across Ohu Ahumahi, while deepening our support for industry stakeholders and key communities. This sustained involvement reflects our commitment to collective progress and supporting industry. Our general aim is to lead at least three cross Ohu Ahumahi projects at any given time – one per delivery area within our organisation. We met this by leading several cross Ohu Ahumahi projects, which are detailed in our Annual Report.	Throughout 2023 and 2024, our governance and leadership teams remained active coordinators and participants across cross Ohu Ahumahi rūpū. Our ongoing involvement in these groups ensured that we collaborated effectively with Ohu Ahumahi while continuing to support our industries, key groups, and kaimahi.

Performance measures for our core function: Impact

Core function		Industry and regions have stronger leadership and learners have a stronger voice in the vocational education and training system.	
What success looks like	Measures of success (2024/25)	How we've measured success and what we've achieved	How this compares to previous years
There is a stronger voice for our industries and the key groups we serve. (Impact)	Impact: Industry and key groups are confident their priorities are understood and communicated within the Vocational Education and Training system. They agree courses equip learners with relevant skills, while we amplify Pacific Peoples' voices in Aotearoa and demonstrate value in the system.	Impact1a: % of key industry and Māori sector stakeholders who agree their priorities are understood and effectively communicated by WDCs. Industry associations and businesses within the services sector that Ringa Hora has engaged with in the past 12 months were invited to complete our April 2025 performance survey. This survey found that 81% of respondents agreed that their priorities were understood by Ringa Hora, and 93% of self-identified Māori business respondents agreed that their priorities were understood by Ringa Hora.	In 2023/24, Ringa Hora delivered its first annual engagement survey, which established baseline scores across key areas such as confidence in WDPs, Investment Advice, and the relevance of qualifications and credentials.
		Impact1b: % of key industry and Māori sector stakeholders that are confident graduates will have the relevant skills. Our April 2025 performance survey found that 68% of respondents were confident that graduates will have the relevant skills to meet the needs of industry, and 80% of self-identified Māori business respondents were confident of this.	
Vocational education meets the skill needs of learners, industry, employers, regions, Māori, iwi and hapū. (Impact)		Impact1c: % of key industry and Māori sector stakeholders that agree graduates have the relevant skills. Our April 2025 performance survey found that 70% of respondents were confident that recent graduates have the relevant skills to meet the needs of industry, and 67% of self-identified Māori business respondents were confident of this.	Survey results showed strong initial confidence, with 73% of respondents believing graduates had the skills needed by industry, and 69% agreeing that the 2023 WDP accurately reflected sector priorities.
		Impact1d: We carry out qualitative and quantitative work to determine how we're delivering value in the Vocational Education and Training system. The Mana Moana Pacific Outcomes Framework (MMPOF), launched in August 2024, marks a key step in Ohu Ahumahi's efforts to improve outcomes for Pacific peoples. Since its launch, Ohu Ahumahi has delivered the Kele'a Pacific Workforce Report and engaged with industry and key organisations, presented Kele'a to the Pacific Banking Collective in Auckland, held a PSRG lessons and learnings workshop, and provided CPL Pacific capability training to all kaimahi.	During the same period, we contributed to the development of the Mana Moana Pacific Outcomes Framework and carried out qualitative and quantitative evaluations to assess our impact across the vocational education system.

What success looks like	Measures of success (2024/25)	How we've measured success and what we've achieved	How this compares to previous years																														
We are delivering value in the Vocational Education and Training system. (Impact)		Impact1e: We carry out qualitative and quantitative work to determine how we're delivering value in the Vocational Education and Training system: Our 2025 performance survey (service sector industry associations and businesses who engaged with Ringa Hora in the past 12 months were invited to complete this) found: • 71% of respondents were confident the 2024 WDP accurately reflected industry data, insights, challenges and priorities • 68% of respondents were confident the 2024 WDP accurately reflected priority learner data, insights, challenges and priorities • 67% of respondents were confident that regional economic priorities were accurately reflected in our WDP and associated IAPs. • 75% of respondents were satisfied that skill standards, qualifications, and credentials meet industry standards. • 63% of respondents were confident the 2024 Investment Advice accurately reflected industry data, insights, challenges and priorities • 70% of respondents were confident the 2024 Investment Advice accurately reflected priority learner data, insights, challenges and priorities. Our 2025 provider survey asked providers to reflect on how well we've carried out our qualification development and review function and our quality assurance function. Here are the data relating to our qualification development and review function. <table><tr><th>Area of measurement</th><th>% of respondents that expressed satisfaction with Ringa Hora</th></tr><tr><td>Skill standards, qualifications, and credentials meet industry standards</td><td>72%</td></tr><tr><td>Timeliness</td><td>78%</td></tr><tr><td>The ways we've engaged</td><td>72%</td></tr><tr><td>Quality of our work</td><td>72%</td></tr></table> Here are the data relating to our quality assurance function. <table><tr><th>Quality assurance function</th><th>Timeliness</th><th>The ways we've engaged</th><th>Quality of our work</th></tr><tr><td>Pre-assessment moderation</td><td>89%</td><td>94%</td><td>94%</td></tr><tr><td>Post-assessment moderation</td><td>85%</td><td>80%</td><td>85%</td></tr><tr><td>Applications for Consent to Assess</td><td>60%</td><td>60%</td><td>60%</td></tr><tr><td>Applications for programme endorsement</td><td>60%</td><td>60%</td><td>60%</td></tr></table>	Area of measurement	% of respondents that expressed satisfaction with Ringa Hora	Skill standards, qualifications, and credentials meet industry standards	72%	Timeliness	78%	The ways we've engaged	72%	Quality of our work	72%	Quality assurance function	Timeliness	The ways we've engaged	Quality of our work	Pre-assessment moderation	89%	94%	94%	Post-assessment moderation	85%	80%	85%	Applications for Consent to Assess	60%	60%	60%	Applications for programme endorsement	60%	60%	60%	We took our first step towards understanding our impact in 2023/2024 by, together with other Ohu Ahumahi, commissioning a qualitative review of the performance of WDCs. The review gathered feedback and information on strengths, weaknesses and opportunities for improvement in the WDC's functions. The outcomes of this report are provided as part of our 2023/2024 impact analysis.
Area of measurement	% of respondents that expressed satisfaction with Ringa Hora																																
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Te Taha Pūtea Financial Performance



Independent auditor's report



BDO Wellington Audit Limited

To the readers of Ringa Hora – Services Workforce Development Council's financial statements and statement of service performance for the year ended 30 June 2025.

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

Opinion

We have audited:

- the financial statements of Ringa Hora on pages 73 to 99, that comprise the statement of financial position as at 30 June 2025, the statement of comprehensive revenue and expense, statement of changes in net assets/equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of Ringa Hora on pages 57 to 67.

In our opinion:

- the financial statements of Ringa Hora:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards issued by the New Zealand Accounting Standards Board; and
- the statement of service performance of Ringa Hora:
 - presents fairly, in all material respects, appropriate and meaningful service performance information in accordance with Ringa Hora's measurement bases or evaluation methods for the year ended 30 June 2025; and
 - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards issued by the New Zealand Accounting Standards Board;

Our audit was completed on 29 October 2025. This is the date at which our opinion is expressed.

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

Emphasis of Matter – The financial statements are prepared on a disestablishment basis

Without modifying our opinion, we draw attention to the basis of preparation section on page 79 about the financial statements being prepared on a disestablishment basis. The Education and Training (Vocational Education and Training System) Amendment Act was passed on 15 October 2025 and provides for the disestablishment of the Workforce Development Councils by 31 December 2026 or earlier by Order in Council. As a result, Ringa Hora is no longer considered a going concern.

We consider the disestablishment basis of preparation of the financial statements and the related disclosures to be appropriate to Ringa Hora's circumstances.

Basis for our opinion

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

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

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



BDO Wellington Audit Limited

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

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

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

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

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

The Council's responsibilities arise from the Order in Council made under section 363 of the Education and Training Act 2020 and the Charities Act 2005.

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

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

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

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

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

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

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



BDO Wellington Audit Limited

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

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

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 1 to 55 and page 72, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

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

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

Independence

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

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

A handwritten signature in blue ink, appearing to read 'Geoff Potter', with a long horizontal stroke extending to the right.

Geoff Potter

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

Statement of Responsibility



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

In the Council's opinion:

The Statement of Performance fairly reflects the performance of Ringa Hora for 1 July 2024 to 30 June 2025.

The Financial Statements fairly reflect the financial position and operations of Ringa Hora for 1 July 2024 to 30 June 2025.

Signed by:

A handwritten signature in black ink, appearing to read 'H. Edwards', written over a light blue horizontal line.

Hinerangi Edwards

Council Chair

29 October 2025

A handwritten signature in black ink, appearing to read 'K. Scrimshaw', written over a light blue horizontal line.

Kari Scrimshaw

Chief Executive

29 October 2025

Statement of Comprehensive Revenue and Expense

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



All in \$000s	Note	Actual 2025	Budget 2025	Actual 2024
Operating Revenue				
Government funding	2	11,293	11,293	11,293
Interest revenue	2	407	148	279
Other revenue		16	-	5
Total operating revenue		11,716	11,441	11,577
Operating Expenditure				
People related costs	3	10,100	8,524	7,871
Hāpaitia Limited – Shared Council services	3	1,345	1,640	1,473
Administration and other expenses	3	1,118	875	1,191
Total expenditure		12,563	11,039	10,535
Operating surplus/(deficit)		(847)	402	1,042
Non-operating revenue				
Ringa Awhi funds	2	4	-	-
Ringa Awhi interest revenue	2	42	148	135
Total non-operating revenue		46	148	135
Non-operating expenditure				
Ringa Awhi distributions	3	2,100	-	1,865
Total non-operating expenditure		2,100	-	1,865
Total non-operating surplus/(deficit)		(2,054)	148	(1,730)

All in \$000s	Note	Actual 2025	Budget 2025	Actual 2024
Other comprehensive revenue and expense		-	-	-
Total comprehensive revenue and expense		(2,901)	550	(688)
Total comprehensive revenue and expense for the period attributable to				
Ringa Hora – Services Workforce Development Council – Operating		(847)	402	1,042
Ringa Hora – Services Workforce Development Council – Non-operating		(2,054)	148	(1,730)
Total		(2,901)	550	(688)

Explanations of major variances against budget are provided in Note 12.
The accompanying notes form part of these financial statements.

Statement of Financial Position

Ringa Hora – Services

Workforce Development Council

As at 30 June 2025



All in \$000s	Note	Actual 2025	Budget 2025	Actual 2024
Assets				
Current assets				
Cash and cash equivalents	4	8,316	10,024	9,647
Trade and other receivables	5	935	794	947
Prepayments		19	49	32
Total current assets		9,271	10,867	10,626
Total assets		9,271	10,867	10,626
Liabilities				
Current liabilities				
Trade and other payables	7	242	607	427
Employee entitlements	8	2,185	432	454
Total current liabilities		2,427	1,039	881
Total liabilities		2,427	1,039	881
Net assets		6,844	9,828	9,745
Equity				
Accumulated surplus	10	6,843	1,532	712
Operating reserve	10	-	1,884	2,884
Capital reserve	10	-	847	965
Special projects reserve	10	-	3,000	3,000
Te Kāhui Ahumahi reserve	10	-	129	129
Ringa Awhi reserve	10	1	2,436	2,055
Total equity		6,844	9,828	9,745

Explanations of major variances against budget are provided in Note 12.
The accompanying notes form part of these financial statements.

Statement of Changes in Net Assets/Equity

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



2025								
All in \$000s	Note	Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Ringa Awhi reserve	Total net assets/equity
Balance at 1 July 2024	10	712	2,884	965	3,000	129	2,055	9,745
Total comprehensive revenue and expense for the year		(847)	-	-	-	-	(2,054)	(2,901)
Transfers between reserves								
Operating reserve		2,884	(2,884)	-	-	-	-	-
Capital reserve		965	-	(965)	-	-	-	-
Special projects reserve		3,000	-	-	(3,000)	-	-	-
Te Kāhui Ahumahi reserve		129	-	-	-	(129)	-	-
Total transfers		6,978	(2,884)	(965)	(3,000)	(129)	-	-
Balance at 30 June 2025		6,843	-	-	-	-	1	6,844

Statement of Changes in Net Assets/Equity (continued)

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



2024								
All in \$000s	Note	Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Ringa Awhi reserve	Total net assets/equity
Balance at 1 July 2023	10	539	1,884	1,096	3,000	129	3,785	10,433
Total comprehensive revenue and expense for the year		(688)	-	-	-	-	-	(688)
Transfers between reserves								
Operating reserve		(1,000)	1,000	-	-	-	-	-
Capital reserve		131	-	(131)	-	-	-	-
Special projects reserve		-	-	-	-	-	-	-
Te Kāhui Ahumahi reserve		-	-	-	-	-	-	-
Ringa Awhi reserve		1,730	-	-	-	-	(1,730)	-
Total transfers		861	1,000	(131)	-	-	(1,730)	-
Balance at 30 June 2024		712	2,884	965	3,000	129	2,055	9,745

Statement of Cash Flows

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



All in \$000s	Note	Actual 2025	Budget 2025	Actual 2024 Restated
Operating activities				
Receipts from Government		11,293	11,293	11,293
Receipts of interest	17	211	148	57
Receipts of other revenue		-	-	4
Goods and services tax (net)		32	4	54
Payments to people		(8,212)	(7,825)	(7,740)
Payments to suppliers		(2,810)	(2,906)	(3,131)
Net cash flows from operating activities		514	714	537
Investing activities				
Term deposit receipts	17	10,200	-	13,500
Term deposit payments	17	(10,200)	-	(9,500)
Receipts of interest on term deposits	17	209	-	292
Net cash flows from investing activities		209	-	4,292
Financing activities				
Advances repaid by Hāpaitia		-	-	31
Net cash flows from financing activities		-	-	31
Non-operating activities				
Ringa Awhi funds		4	-	-
Ringa Awhi interest		42	148	135
Ringa Awhi distributions		(2,100)	-	(1,865)
Net cash flows from non-operating activities		(2,054)	148	(1,730)
Net (decrease)/increase in cash and cash equivalents		(1,331)	862	3,130
Cash and cash equivalents at beginning of the period		9,647	9,162	6,517
Cash and cash equivalents at end of the period		8,316	10,024	9,647

Explanations of major variances against budget are provided in Note 12.
The accompanying notes form part of these financial statements.

Note Index

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



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Notes to the Financial Statements

Ringa Hora – Services Workforce Development Council

For the year ended 30 June 2025



1. Statement of accounting policies

Reporting entity

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

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

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

Basis of preparation

The financial statements have been prepared on a disestablishment basis.

Due to the matters outlined in the VET System redesign contained in Note 16 "Events after reporting date" the financial statements of Ringa Hora – Services have not been prepared on a going concern basis for the year ended 30 June 2025. The Education and Training (Vocational Education and Training System) Amendment Act was passed on 15 October 2025 and provides for the transfer of Council assets to Industry Skills Boards on the disestablishment of WDCs which will cease to operate on 31 December 2026 or earlier by Order in Council. The legislation provides that the assets, staff and legal obligations transfer to ISBs or NZQA according to approved transition plans.

The preparation of financial statements on a disestablishment basis has had little effect on the balances reported in the financial statements. Current assets are either cash or liquid assets with actual balances of receivables and payables verified post balance date. All Assets are recognised at book value and will be transferred to ISBs as provided in legislation and will be recognised in the new entity at the same value. To reflect the liabilities of the WDC on disestablishment accruals have been made for redundancy payments that will be due when positions are terminated. Accordingly, there have been no realisation adjustments recorded in the Statement of comprehensive revenue and expense.

Reporting period

The reporting period for the current year is for the 12-month period 1 July 2024 to 30 June 2025 with the comparative year also reflecting 12 months of activities.

Statement of compliance

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

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

These financial statements were authorised for issue by Ringa Hora Council on 29 October 2025.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



1. Statement of accounting policies (continued)

Presentation currency and rounding

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

Budget figures

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

Use of judgements and estimates

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

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

- grant revenue to determine if conditions of the grant contract have been satisfied. This judgement was based on the facts and circumstances that are evident for each grant contract.

Goods and services tax (GST)

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

Income Tax

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

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



2. Revenue

Accounting Policy

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

Revenue from Exchange Transactions

Interest

Interest revenue is recognised on an accrual basis, using the effective interest rate.

Revenue from Non-Exchange Transactions

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

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

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

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

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

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

Government Funding

Funding under the Workforce Development Council Fund is the main source of operational funding for Ringa Hora from the Tertiary Education Commission (TEC). Ringa Hora considers this funding to be non-exchange revenue. In the 2024/2025 financial year TEC funding has been recognised as revenue only when used, as the TEC funding letter indicates that overpaid funds will be recognised as a liability to TEC, payable on demand and therefore is reflected as Income in Advance in the Balance Sheet.

In prior years the WDC has recognised the TEC funding as revenue when received. The TEC funding had stipulations, and they take the form of restrictions not conditions.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



2. Revenue (continued)

All in \$000s	Actual 2025	Actual 2024
Operating revenue		
Government funding classified as non-exchange transactions		
Government funding classified as non-exchange transactions	11,293	11,293
Total government funding	11,293	11,293
Other revenue classified as exchange transactions		
Interest revenue	407	279
Other revenue	16	5
Total other revenue	423	284
Total operating revenue	11,716	11,577
Non-operating revenue		
Non-government funding classified as non-exchange transactions		
Ringa Awhi funds	4	-
Total	4	-
Non-government funding classified as exchange transactions		
Ringa Awhi interest revenue	42	135
Total	42	135
Total non-operating revenue	46	135
Revenue classification		
Non-exchange revenue	11,297	11,293
Exchange revenue	465	419
Total revenue	11,762	11,712

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



3. Expenditure

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

All in \$000s	Actual 2025	Actual 2024
Operating expenditure		
People related expenses		
Wages and salaries	7,834	7,445
Redundancies and retentions	1,758	-
Contractors	110	104
Councillors and board expenses	241	262
Other employee expenses	157	60
Total	10,100	7,871
Hāpaitia Shared Council Services⁽¹⁾	1,345	1,473
Administrative and other expenses		
Consultancy costs		
Consultancy costs	31	185
Audit expenses ⁽²⁾	47	38
Legal fees	26	4
Total	104	227
People and Culture costs		
Other staff costs	36	27
Recruitment costs	-	34
Total	36	61

All in \$000s	Actual 2025	Actual 2024
Information Technology costs		
IT licensing costs	18	-
Subscriptions and memberships	29	38
Total	47	38
Office and other costs		
General expenses	174	156
Travel and engagement costs	429	426
Communication, marketing and research	328	283
Total	931	865
Total administration and other expenses	1,118	1,191
Total operating expenditure	12,563	10,535
Non-operating expenditure		
Ringa Awhi distributions	2,100	1,865
Total non-operating expenditure	2,100	1,865
Total expenditure	14,663	12,400

1. Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.
2. Audit expenses paid or payable to BDO for the audit of financial statements.

Notes to the Financial Statements
Ringa Hora – Services
Workforce Development Council
For the year ended 30 June 2025



4. Cash and cash equivalents

Accounting Policy

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

All in \$000s	Actual 2025	Actual 2024
Bank deposits	475	38
Call deposits	7,840	8,409
Ringa Awhi Call deposits	1	1,200
Total	8,316	9,647

There are no restrictions over any of the cash and cash equivalent balances held by Ringa Hora. A Call Account was held with the Bank of New Zealand with a daily floating interest rate.

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



5. Trade receivables and other receivables

Accounting Policy

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

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

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

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

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

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

Advances

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

All in \$000s	Actual 2025	Actual 2024
Trade receivables		
Trade receivables from exchange transactions	33	12
Net trade receivables from exchange transactions	33	12
Receivables from non-exchange transactions		
GST receivable	108	141
Advances to Hāpaitia Limited	794	794
Total receivables from non-exchange transactions	902	935
Total trade and other receivables	935	947

Notes to the Financial Statements
Ringa Hora – Services
Workforce Development Council
For the year ended 30 June 2025



6. Associates

Accounting Policy

Associates

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

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

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

Name	Voting rights and Ownership interest
Hāpaitia limited	16.67%

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

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

7. Trade and other payables

Accounting Policy

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

All in \$000s	Actual 2025	Actual 2024
Trade payables	183	303
Accruals	53	110
Other payables	6	14
Total	242	427

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



8. Employee benefit liabilities

Accounting Policy

Redundancy Provision

Individual employment agreements for Ringa Hora kaimahi include a redundancy clause providing 12 weeks redundancy. In light of the VET reforms and instructions from TEC, Ringa Hora is planning for transition of operations to ISBs and for redundancy for all kaimahi at disestablishment. A provision for redundancy has been recognised based on kaimahi employed at 30 June 2025 and their salaries at this time.

All in \$000s	Actual 2025	Actual 2024
Current		
Retention and redundancy	1,731	-
Other employee benefits	454	454
Total	2,185	454

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



9. Financial instruments

Ringa Hora initially recognises financial instruments when it becomes a party to the contractual provisions of the instrument. Ringa Hora derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred.

Any interest in transferred financial assets that is created or retained by Ringa Hora is recognised as a separate asset or liability. Ringa Hora derecognises a financial liability when its contractual obligations are discharged, cancelled or expire. Financial assets and financial liabilities are also derecognised when there has been significant changes to the terms and/or the amount of contractual payments to be received/paid. Financial assets and liabilities are offset, and the net amount presented in the statement of financial position when, and only when, Ringa Hora has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Ringa Hora classifies financial assets and financial liabilities as amortised cost. Financial instruments are initially measured at fair value plus directly attributable transactions costs. Subsequent measurement is dependent on the classification of the financial instrument and is specifically detailed in the accounting policies provided in notes 5 and 7 and below.

i) Classification of financial instruments

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

2025		Financial Assets	Financial Liabilities	
All in \$000s	Note	Amortised cost	Amortised cost	Total
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	8,316	-	8,316
Receivables	5	827	-	827
Payables	7	-	(242)	(242)
		9,143	(242)	8,901

2024		Financial Assets	Financial Liabilities	
All in \$000s	Note	Amortised cost	Amortised cost	Total
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	9,647	-	9,647
Receivables	5	806	-	806
Payables	7	-	(427)	(427)
		10,453	(427)	10,026

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



9. Financial instruments (continued)

ii) Fair value through surplus or deficit

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

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

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

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

iii) Amortised cost financial liabilities

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

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

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



10. Equity

Accounting Policy

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

As Ringa Hora will cease to operate on 31 December 2026 or earlier by Order in Council, the Council has chosen to combine all reserves into Accumulated surplus, with the exception of the Ringa Awhi reserve.

All in \$000s	Actual 2025	Actual 2024
Equity		
Accumulated revenue and expenses	6,843	712
Reserves		
Operating reserve	-	2,884
Capital reserve	-	965
Special projects reserve	-	3,000
Te Kāhui Ahumahi reserve	-	129
Ringa Awhi reserve	1	2,055
Total reserves	1	9,033
Total equity	6,844	9,745
Accumulated revenue and expenses		
Balance at 1 July	712	539
Surplus/(deficit) for the year before other comprehensive revenue and expenditure	(847)	(688)
Allocation from/(to) operating reserve	2,884	(1,000)
Allocation from/(to) capital reserve	965	131
Allocation from/(to) Special projects reserve	3,000	1,730
Allocation from/(to) Te Kahui Ahumahi reserve	129	-
Balance as at 30 June	6,843	712

Notes to the Financial Statements

Ringa Hora – Services

Workforce Development Council

For the year ended 30 June 2025



10. Equity (continued)

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

All in \$000s	Actual 2025	Actual 2024
Operating Reserve		
Balance at 1 July	2,884	1,884
Allocation from/(to) accumulated revenue and expense	(2,884)	1,000
Balance as at 30 June	-	2,884

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

All in \$000s	Actual 2025	Actual 2024
Capital Reserve		
Balance at 1 July	965	1,096
Allocation from/(to) accumulated revenue and expense	(965)	(131)
Balance as at 30 June	-	965

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

All in \$000s	Actual 2025	Actual 2024
Special Projects Reserve		
Balance at 1 July	3,000	3,000
Allocation from/(to) accumulated revenue and expense	(3,000)	-
Balance as at 30 June	-	3,000

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

All in \$000s	Actual 2025	Actual 2024
Te Kāhui Ahumahi reserve		
Balance at 1 July	129	129
Allocation from/(to) accumulated revenue and expense	(129)	-
Balance as at 30 June	-	129

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10. Equity (continued)

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

All in \$000s	Actual 2025	Actual 2024
Ringa Awhi reserve		
Balance at 1 July	2,055	3,785
Funds received for Ringa Awhi reserve	4	-
Interest received for Ringa Awhi	42	135
Application of funds for Ringa Awhi reserve	(2,100)	(1,865)
Balance as at 30 June	1	2,055

11. Ringa Awhi fund

Service IQ transferred funds to Ringa Hora in order to enable Ringa Hora to fund the development of service industry specific projects outside of Ringa Hora core business but of benefit for industry and its workforce. Ringa Hora administers and oversees these funds which can be accessed through the development of a funding proposal that must be approved by the relevant service sector representatives outlined in the funding agreement. The funds are held in a special reserve, (Note 10).

All in \$000s	Actual 2025	Actual 2024	Actual 2023	Actual 2022
Non-operating revenue				
Ringa Awhi funds	4	-	2,528	2,609
Ringa Awhi interest	42	135	107	-
Total non-operating revenue	46	135	2,635	2,609
Non-operating expenditure				
Ringa Awhi distributions	2,100	1,865	1,459	-
Total non-operating expenditure	2,100	1,865	1,459	-
Total non-operating surplus/(deficit)	(2,054)	(1,730)	1,176	2,609
Balance of Ringa Awhi reserve	1	2055	3785	2,609

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12. Major budget variations

Explanations for major statement of comprehensive revenue and expense budget variations from the 2025 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2025	Budget 2025	Variance
Operating revenue variances			
Government funding	11,293	11,293	-
Interest revenue	407	148	259
Other revenue	16	-	16
Total non-operating revenue variances	11,716	11,441	275
Operating expenditure variances			
People related expenses	10,100	8,524	1,576
Shared services	1,345	1,640	(295)
Administration and other expenses	1,118	875	243
Total operating expenditure variances	12,563	11,039	1,524
Non-operating revenue variances			
Ringa Awhi funds	4	-	4
Ringa Awhi interest revenue	42	148	(106)
Total non-operating revenue variances	46	148	(102)
Non-operating expenditure variances			
Ringa Awhi distributions	2,100	-	2,100
Total non-operating expenditure variances	2,100	-	2,100
Total comprehensive revenue and expense	(2,901)	550	(3,451)

Interest revenue was higher than budget due to higher levels of term deposits and interest rates than expected when preparing the budget. Other revenue related to shared expenses recharged to other WDCs which was not budgeted. Employee expenses were higher than budgeted due to the accrual of redundancy payments on transition to ISBs in December 2026 or earlier by Order in Council. Shared services expenses were lower than expected due to lower costs incurred by Hāpaitia Ltd (shared services company) during the year. Administration and other expenses were higher than budgeted primarily due additional research expenditure.

A small distribution on the wind up of Service IQ was received into the Ringa Awhi fund this year. Interest revenue on invested Ringa Awhi term deposits was less than budget due to lower deposits resulting from higher distributions from the fund than budgeted. Ringa Awhi distributions made during the year were not budgeted as it was expected that Ringa Awhi was to be fully distributed in the previous year.

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12. Major budget variations (continued)

Explanations for major statement of financial position budget variations from the 2025 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2025	Budget 2025	Variance
Statement of financial position			
Current assets	9,271	10,867	(1,596)
Current liabilities	2,427	1,039	1,388
Equity	6,844	9,828	(2,984)

Current assets were lower than budgeted due to higher than expected expenditure resulting in lower cash balances. Current liabilities were higher than budgeted due to higher levels of employee entitlements than budgeted. Equity reserves were lower than budgeted due to the higher level of deficit at the end of the year.

Notes to the Financial Statements

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12. Major budget variations (continued)

Explanations for major statement of cash flow budget variations from the 2025 Ringa Hora budget are detailed below in this table:

All in \$000s	Actual 2025	Budget 2025	Variance
Statement of cash flows			
Cash flow from operating activities	514	714	(200)
Cash flow from investing activities	209	-	209
Cash flows from financing activities	-	-	-
Net cash flows from non-operating activities	(2,054)	148	(2,202)
Net increase/(decrease) in cash and cash equivalents	(1,331)	862	(2,193)
Cash and cash equivalents at beginning of the year	9,647	9,162	485
Total cash and cash equivalents at end of the year	8,316	10,024	(1,708)

Cashflows from operating activities were higher than budgeted primarily due higher interest receipts than budgeted offset against small increases in payments to people and suppliers. Cash outflows from Ringa Awhi non-operating activities were higher than budgeted as the fund was not fully distributed in the previous financial year, with the net effect being decreased cashflows and lower than budgeted cash balances at the end of the financial year.

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13. Operating leases

Accounting Policy

Operating leases

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

Ringa Hora has a commitment under the service contract with Hāpaitia Limited to meet its computer and office equipment lease and continuing operating cost commitments for the life of the assets and lease commitments made by Hāpaitia Limited (Note 14).

14. Commitments and contingencies

Accounting Policy

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

Commitments

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

The annual operating lease value for the computer and office equipment is variable depending on the quantum of assets leased, with an approximate lease cost to 31 December 2025 of \$29,538 (\$2024: \$118,519). The lease commitment continues until either party terminates the contractual arrangement.

Hāpaitia Limited has ongoing contractual commitments including operating leases. Each Workforce Development Council is required under the terms of the service contract to meet these commitments for the life of any contracts executed during the period of the service contract. The value of this commitment for Ringa Hora, at the 30 June 2025, was \$78,117 (2024: \$141,147).

Contingent Liabilities

The TEC Funding letter for the 2024/2025 year provides that overpaid funding will be recognised as a liability to TEC. As the full funding received has been utilised during the financial year 2024/2025 there is no Income in Advance liability in the Statement of Financial Position at 30 June 2025. The Education and Training (Vocational Education and Training System) Amendment Act was passed on 15 October 2025 and provides that all rights, assets and liabilities of a WDC will transfer to ISBs on or before 31 December 2026 or earlier by Order in Council. At the time of signing of these financial statements there has been no demand for payment and the actual value of any liability is not known.

Capital Commitments

There are no capital commitments at reporting date (2024: Nil).

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15. Related party transactions and key management personnel

Accounting Policy

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

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

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

i) Key management personnel remuneration

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

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

Members of the governing body are paid annual fees in accordance with the Cabinet Office Circular CO-(22) 2 Revised Fees Framework for members appointed to bodies in which the Crown has an interest, dated 6th October 2022. Senior executive officers are employed as employees of Ringa Hora on normal employment terms.

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

All in \$000s	Actual 2025	Actual 2024
Key management personnel related party transactions		
Council members		
Number of Council members ^{(1) (2)}	0.16	0.16
Remuneration	254	262
Senior executive officers		
Full-time equivalent members	5	6
Remuneration	1,290	1,346
Total full-time equivalent members	5.16	6.16
Total key management personnel remuneration	1,544	1,608

1. There were eight members of council throughout the period of 1 July 2024 to 30 June 2025 and one member from July 2024 to August 2024. (2024: There were nine members of council throughout the period of 1 July 2023 to 30 June 2024.)
2. There are five members of the senior management team considered to be key management personnel. (2024: There are six members of the senior management team considered to be key management personnel.)

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

ii) Other related parties

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

2025		Transaction Value (\$000's)	Transaction Value (\$000's)	Accounts Payable (000's)	Accounts Receivable (000's)	Advances made (000's)
Related Party	Goods/Services Provided	Paid	Received	As at June 30	As at June 30	As at June 30
Hapaitia Ltd	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	1,715	-	163	-	794
Hanga-Aro-Rau	Shared project and operational costs recharged	-	3	-	-	-
Muka Tangata	Shared project and operational costs recharged	100	10	-	9	-
Toi Mai	Shared project and operational costs recharged	-	3	-	-	-
Toitū te Waiora	Shared project and operational costs recharged	-	10	-	9	-
Waihangā Ara Rau	Shared project and operational costs recharged	-	10	-	9	-
Total		1,815	36	163	27	794
2024		Transaction Value (\$000's)	Transaction Value (\$000's)	Accounts Payable (000's)	Accounts Receivable (000's)	Advances made (000's)
Related Party	Goods/Services Provided	Paid	Received	As at June 30	As at June 30	As at June 30
Hapaitia Ltd	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	1,550	-	178	-	794
Hanga-Aro-Rau	Shared project and operational costs recharged	1	-	-	-	-
Muka Tangata	Shared project and operational costs recharged	19	40	6	-	-
Toi Mai	Shared project and operational costs recharged	-	90	1	-	-
Toitū te Waiora	Shared project and operational costs recharged	-	12	6	-	-
Waihangā Ara Rau	Shared project and operational costs recharged	-	-	-	-	-
Manaaki Management Ltd	Conferences	3	-	-	-	-
Total		1,573	142	191	-	794

Notes to the Financial Statements

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16. Events after reporting date

Vocational Education and Training (VET) system redesign

On 1 August 2024, The New Zealand Government announced a review of vocational education and training. The Education and Training (Vocational Education and Training System) Amendment Act was passed on 15 October 2025 and provides that Industry Skills Boards will be created and the WDCs will be disestablished by 31 December 2026 or earlier by Order in Council.

Transition

Upon disestablishment, WDC councils cease to exist and all remaining rights, responsibilities, assets and liabilities will be passed to Industry Skills Boards (ISBs).

Such transfers will be made in accordance with transition plans to be developed by the WDCs and NZQA and approved by TEC.

Financial Impact to Ringa Hora – Services

Other than cash and shares held in Hāpaitia Ltd (Shared services entity) it is expected that all assets will be distributed for nil consideration on 31 December 2026 or earlier by Order in Council. Any employees transitioned will be on the same terms and conditions of employment. The assets transferred will continue to be used for the benefit of the learners and industries represented by the Industry Skills Board.

17. Prior Period Restatement

During the year, the entity identified an error relating to the presentation of short-term deposits, which impacts the prior period figures where the disclosed figures reflected net amounts and did not account for the grossed-up cash movements related to the investments in and maturities of term deposits.

Therefore, the 2024 comparative has been restated to reflect this correction. There is no impact on the Statement of Comprehensive Revenue and Expense or Statement of Financial Position, and the net impact on the Statement of Cash Flows is nil.

Impact on Statement of Cash Flows

	2024 Audited Accounts \$000	Movement \$000	2024 Restated Accounts \$000
All in \$000s			
Cash flows from operating activities			
Receipts of Interest	349	(292)	57
Cash flows from investing activities			
Term deposit receipts	4,000	9,500	13,500
Term deposit payments	-	(9,500)	(9,500)
Receipts of interest from term deposits	-	292	292

