

Te Tūmatakahuki o Toi Mai

*Toi Mai Statement of
Strategic Direction*

Toi Mai WDC for the creative, cultural,
recreation and technology sectors

2022-2025

**Kia toi te mahi hangarau
Kia toi te mahi auaha
Kia toi te ira tāngata
Ko ngā toi Māori ka puta
E kōkō ko Toi Mai ē!
Turuturu o whiti
whakamaua kia tina! Tina!
Haumi ē! Hui ē! Tāiki ē!**

Te 2022-25 Rautaki i tētehi whārangi Strategy 2022-25 on a page

Te Whāinga matua o Toi Mai | Toi Mai's Purpose: To ensure Aotearoa's Creative, Cultural, Recreation and Technology (CCRT) sectors are supported by a skilled workforce, and other industries are supported to access the creative and technological skills they need for the future of work.

Te ono o Toi Mai Toi Mai's six sectors

TOI MĀORI

Practitioners specialising in the creation of taonga works (for example, weavers, carvers, tohunga tā moko, writers, musicians, mōteatea, kapa haka composers and choreographers, visual artists, designers, waka and whareniui designers and builders)

TOI ORA

SPORTS RECREATION AND CULTURAL ORGANISATIONS

Activities, places and technologies that foster the wellbeing of New Zealand — social, physical and mental. This includes sport and recreation organisations, as well as cultural organisations that welcome visitors and share, or conserve, our natural environment and culture (parks, zoos, galleries, libraries, archives and museums).

TOI PUAKI EXPRESSIVE ARTS

Expressive art forms and technologies in music, stage and theatre.

TOI-A-RINGA ART AND DESIGN

Hands-on (haptic/tactile) art and design, hairdressing, beauty, fashion, advertising, visual media and communication.

TOI WHĀNUI ENABLING TECHNOLOGIES

Innovative technology platforms, products and services for industry and end-users, including emerging technologies like Artificial Intelligence, Cyber Security, Virtual Reality, and Software as a Service (SaaS).

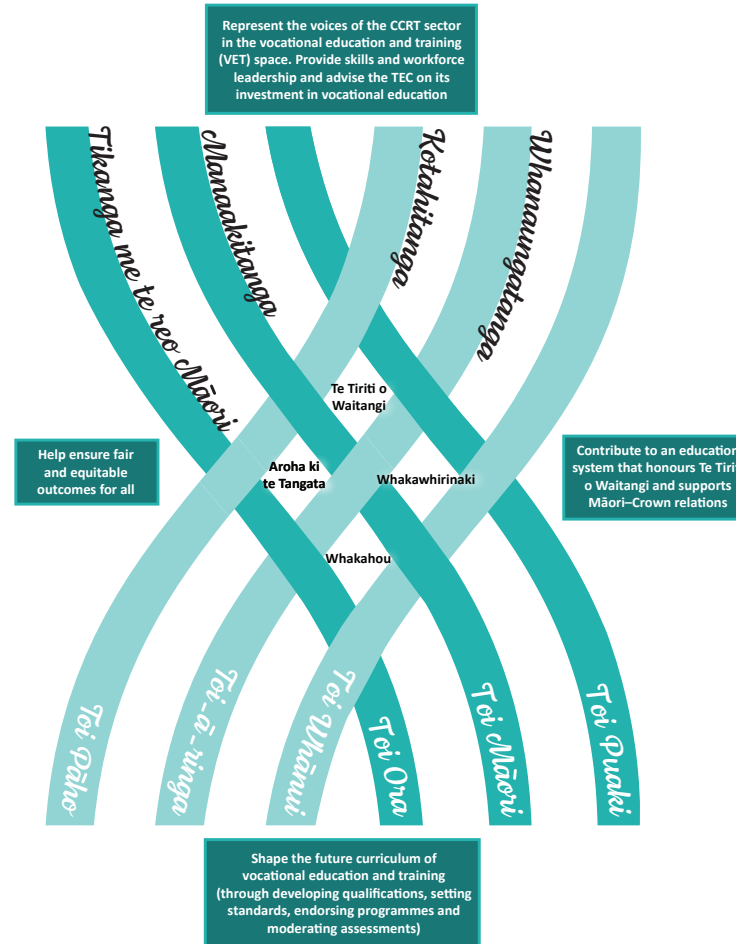
TOI PĀHO BROADCAST AND SCREEN

Film, radio, television and online interactive media, which includes advertising and the gaming industry.

Goal: Sustainable careers

Goal: Accelerate Growth

Ā mātou mahi me te Pūtake What we do & why



Ngā hua hei 2025 Impacts by 2025

Industry recognises Toi Mai's contribution and leadership.

A proven methodology for projects that empower iwi Māori to meet their own aspirations.

Increased proportion of vocational graduates from priority groups including, tangata whaikaha (disabilities), high potential, Māori & Pacific peoples, rainbow community, neurodiverse and women in tech.

Qualifications and standards meet industry needs, learners have a better understanding of CCRT career opportunities.

This summarises Toi Mai's **strategic objectives, pou/priorities** and **values** through overlapping qualities.

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Ko te kupu ka mua

Foreword

The last two and a half years have taught us to accept major disruption and uncertainty as part of our daily lives. Global health issues, climate change, war and supply chain disruptions have challenged many of the norms we previously lived with. The world requires new ways of thinking, being and doing if it is to thrive over the next one hundred years.

Toi Mai is pleased to represent the creative, cultural, recreation and technology (CCRT) industries and workforces that will play a major role in defining the future.

In flourishing new sectors like CreaTech and Esports, traditional sector boundaries are blurred, giving way to hybrid organisations made up of professionals with increasingly diverse skill sets. Wellbeing, flexibility and fair and equal outcomes are now the values we cherish most for ourselves and our communities, paving the way for recreation, arts, culture and technology to reflect and increase participation in a global community that appreciates diversity and a plurality of worldviews.

Toi Mai and the sectors we represent are in a discovery phase following COVID-19 and the Reform of Vocational Education. Due to this, the Board has chosen to make this a three-year Statement of Strategic Direction that will be refreshed in 2025. We anticipate the next plan will cover a 5-year period.

Toi Mai has created six new subsector descriptions to highlight how our industries are evolving and overlapping: Toi Pāho (broadcast and screen), Toi Puaki (expressive arts), Toi Whānui (enabling

technology), Toi-ā-ringā (art and design) and Toi Ora (recreation, sport and cultural organisations). These sector titles honour our commitment to Te Tiriti and Te Ao Māori throughout our organisation and the sectors we represent. Future industries will be defined by their ability to grow and interconnect, not by traditional roles and qualifications.

This Statement of Strategic Direction is the starting point for Toi Mai's interlaced operations. Like the Tūmatakahuki, the first stitch in the tukutuku panel, it gives our organisation a strong base and a clear route ahead on our mission to support our sectors with a skilled, diverse and empowered workforce. We are motivated by the opportunity to generate enduring impact for providers, learners, industry and iwi while ensuring previously under-served populations play an active role in creating our future.

Victoria Spackman ONZM
Co-Chair Toi Mai

Annie Murray
Co-Chair Toi Mai

Te Tūmatakahuki o Toi Mai

Setting the direction for Toi Mai

Tukutuku are the woven panels, generally seen within a whareniui that depict the past narratives and future aspirations of local people. Tūmatakahuki is the stitch that binds the horizontal and vertical material together, ensuring that the work that follows is in its right place. Tūmatakahuki also ensures the framework of the tukutuku panel is robust and strong.

The Statement of Strategic Direction is similar to the functionality of the Tūmatakahuki pattern, in that this document sets the direction or pattern for Toi Mai to follow. An illustration on page 8 shows how Tūmatakahuki is representative of this document.

Toi Mai is weaving our direction of operations to ensure every three to five years we evolve and change according to the needs of our sectors and learners.

Ngā Tuinga o Toi Mai

About us

Toi Mai is one of six Workforce Development Councils (WDCs) established on 4 October 2021 as part of the government's major Reform of Vocational Education and training provision (RoVE). Toi Mai covers the creative, cultural, recreation and technology workforces and has been established to provide industries and employers greater leadership and influence across the vocational education system and provide learners with fit-for-purpose industry training. Giving effect to industry voice is central to Toi Mai's role in better aligning education and training with industry skill needs in the medium and longer term. Toi Mai will work to provide CCRT industries and employers greater leadership and influence across vocational education. Toi Mai provides leadership alongside the Regional Skills Leadership Groups to support our sectors across the motu.

Our industries are valuable in economic terms, while also providing purpose and connection, improving hauora (physical, spiritual, whānau and mental health) and quality of life for the people and communities they engage with. Creativity underpins and is part of the fabric of life however is often under acknowledged.

As set out in our Operational Plan, Toi Mai's purpose is:

To ensure Aotearoa's CCRT sectors are supported by a skilled workforce, and other industries are supported to access the creative and technological skills they need for the future of work.

Ngā āhuatanga, ngā pou whakaū o Toi Mai

Toi Mai functions, pou/priorities and values

This diagram (*Figure 1*), based on the tūmatakahuki, summarises Toi Mai's statutory functions, strategic objectives (which will be discussed in a later section), pou/priorities and values.

Toi Mai's four statutory functions:

- Provide skills and workforce leadership for the CCRT sectors
- Develop and set standards, capstone assessments and qualifications
- Endorse programmes and moderate assessments
- Advise and represent CCRT industry needs.

Toi Mai will pursue our four statutory functions in alignment with the aims of the Training and Education Act 2020, to establish and regulate an education system that:

- Provides New Zealanders and those studying in New Zealand with the skills, knowledge and capabilities that they need to fully participate in the labour market, society and their communities
- Supports their health, safety and well-being
- Assures the quality of the education provided and the institutions and educators that provide and support it
- Honours Te Tiriti o Waitangi and supports Māori–Crown relationships.

Our mahi is influenced by four key values:

- **Kotahitanga:** working collectively within Toi Mai and across Ohu Ahumahi.
- **Kia tangata whenua ai te reo me ngā tikanga Māori:** normalising te reo Māori and tikanga Māori within the workplace.
- **Whanaungatanga:** creating relationships and cultivating a sense of belonging.
- **Manaakitanga:** showing respect, generosity and care for each other's wellbeing.

In the centre are four pou that underpin our mahi:

- **Whakawhirinaki/Trust:** Toi Mai will be the trusted voice of our sectors, industries, businesses, employers and employees in the vocational education and training system.
- **Te Whakatinanatanga o Te Tiriti o Waitangi:** We will empower Māori and support decisions made by Māori.
- **Aroha ki te Tangata:** We will make the hauora of our kaimahi central to the culture of Toi Mai and our communities.
- **Whakahou/Transformation:** We will embed new ways of thinking and doing to achieve dramatically different outcomes and impacts in all our mahi.

Toi Mai has been established to be a genuinely diverse organisation in which tikanga, te reo and aroha ki te tangata are normalised, Māori leadership is an organisational strength, and everyone is respectful of Te Tiriti o Waitangi in all that we do.

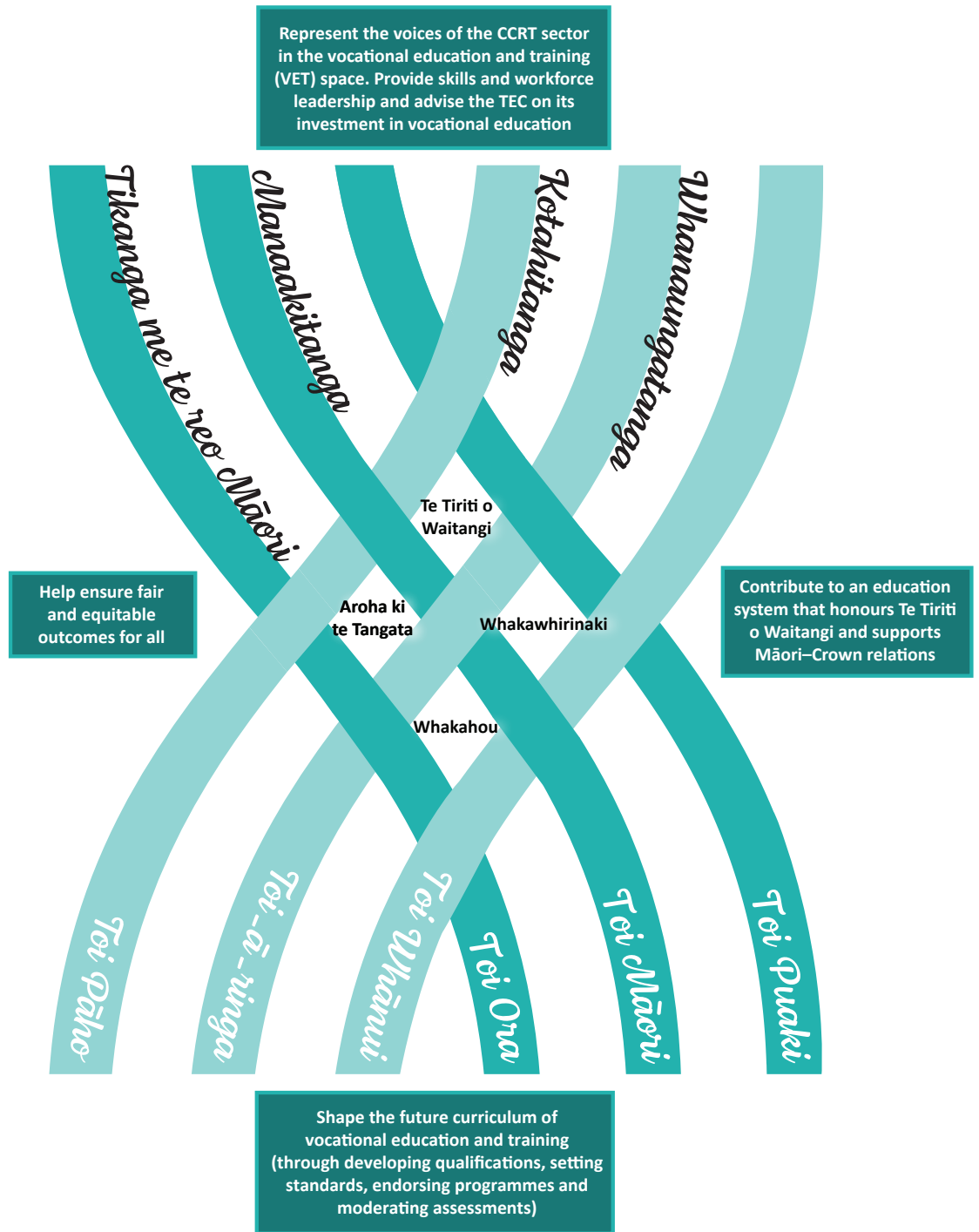


Figure 1: Toi Mai’s purpose, values and objectives

Te tukunga o Toi Mai

How we work

The diagram below (Figure 2) shows the process of our workforce development planning. It includes environmental scanning, sense making in collaboration with our engagement partners and the codesign of qualification solutions with partners. This process is key to ensuring that our qualifications serve priority learners and meet industry needs. Priority learners include tangata whaikaha (people with disabilities), those with high potential, Māori, Pacific peoples, the rainbow community, the neurodiverse and women.

Toi Mai's Workforce Development Plans (WDP) for the CCRT sectors will outline how learner pathways can be better aligned with the skills industry needs. This includes analysing qualifications currently offered by learning providers, analysing current and future skills required by industry, developing new qualifications and providing investment recommendations for strategic alignment in vocational education.

Once a Workforce Development Plan is developed, we can advise the Tertiary Education Commission (TEC) on its investment in vocational education. Training and solutions can be directly implemented via Toi Mai's ability to develop new qualifications, review existing qualifications, endorse programmes and assure quality delivery.

How we work (Operational Model)

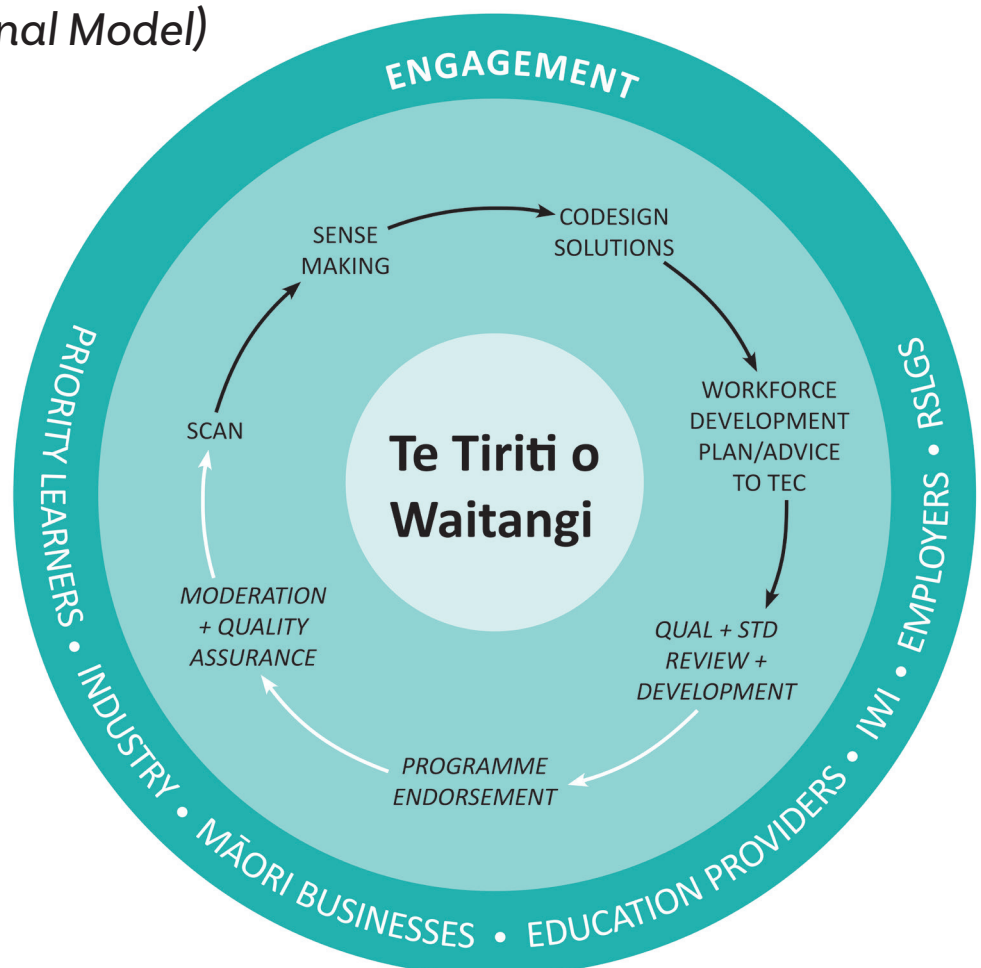


Figure 2: How we work (Operational Model)

Honouring Te Tiriti of Waitangi is at the centre of everything we do. This embodies the *tuku mai* and *tuku atu* aspect of weaving the *tukutuku* and is aligned with Toi Mai's Order in Council. Wherever possible, solutions and qualifications will be co-designed with *whānau*, *hapū* and *iwi*, Māori businesses and Māori learners, as well as other employers or groups.

As per the performance measures below, Toi Mai will pilot one project with *iwi* during 2022–23 using an 'empowerment approach' guided by the Te Arawhiti framework.

As part of the Reform of Vocational Education, Toi Mai collaborates with the five other Workforce Development Councils and key CCRT sector partners in an integrated way. Priority is given to equity and inclusion so that all their partner voices are heard and represented at all levels of decision-making.

Toi Mai's engagement with its RoVE partners is a long-term strategy and is the best way to make meaningful and lasting outcomes for the vocational education and training system in Aotearoa. Toi Mai's Engagement Plan outlines planned engagement with industry, other agencies – including NZQA on qualifications and TEC on investment advice – as well as the Regional Skills Leadership Groups. Please see pages 19, 50 and 62 of Toi Mai's Engagement Plan for further information on how Toi Mai will work with our partners.

Ngā tuinga whenu a Toi Mai

Toi Mai's subsectors

Toi Mai's original Establishment Plan (endorsed by the Minister of Education) identified several priorities for our establishment phase (October 2021–June 2022). High on this list was ensuring that “Toi Mai is engaging with the right groups and individuals, at the right time, and in the right manner.”

The Baseline Data and Engagement project funded by TEC's COVID-19 Response Project Fund in December 2021 enabled us to develop a new segmentation of our industries. This work also helped prioritise our future workplans by focusing on the needs of sectors most affected (negatively and positively) by the pandemic.

We found that the original sector titles given to Toi Mai (creative, cultural, recreation and technology) were based on outdated ANZSIC classification codes that do more harm than good to our industries. ANZSIC codes do not sufficiently account for their complexities (for example the intersection of creative and technology to form the “CreaTech” sector).

Six new working titles were designed with a descriptor (instead of an English translation) to provide a more holistic identification process. The new titles used throughout this project embed Te Tiriti and Te Ao Māori across all sector titles. The six new subsectors that emerged from this work are set out below:



TOI MĀORI

Practitioners specialising in the creation of taonga works. Foreexample, weavers, carvers, tohunga tā moko, writers, musicians, mōteatea and kapa haka performers, composers and choreographers, visual artists, designers, waka and wharenui designers and builders. Low data makes it challenging to assess employment in this sector.



TOI PĀHO

BROADCAST AND SCREEN

Content delivered through broadcast and screen media: film, radio, television and online interactive media, which includes advertising and the Game Development industry. Toi Pāho is the sector that creates engaging screen-based moving image and audio content for wide distribution. Of Toi Mai's sectors this is the largest employer of Māori and coped best throughout the pandemic.



TOI PUAKI

EXPRESSIVE ARTS

Expressive art forms and technologies in music, stage and theatre. Toi Puaki, as part of one of the creative sectors, applies the creative process to show, reveal and give testimony (puaki) to ideas and thoughts through artistic and performance skills. This sector has the highest rates of self-employment and was one of the most negatively impacted by COVID-19 with the widespread closure of venues.



TOI WHĀNUI

ENABLING TECHNOLOGIES

Innovative technology platforms, products and services for industry and end-users, including emerging technologies like Artificial Intelligence, Cyber Security, Virtual Reality and Software as a Service (SaaS). Toi Whānui involves inventions that are applied to enable and improve user capabilities. This is the largest of Toi Mai's sectors and has historically been growing rapidly (largely through migration), but has relatively low employment of Māori, Pacific people and women.



TOI-Ā-RINGA

ART AND DESIGN

Hands-on (haptic/tactile) art and design, hairdressing, beauty, fashion, advertising, visual media and communication. Toi-ā-ringa uses a range of tools, materials and technologies to shape creative outputs. Almost three in four people in this sector are women, and hairdressing is the largest of the occupations under Toi Mai's umbrella.



TOI ORA

RECREATION AND CULTURAL ORGANISATIONS

Activities, places and technologies that foster the wellbeing of Aotearoa New Zealand — social, physical and mental. This includes sport and recreation organisations, as well as cultural organisations that welcome visitors and share, or conserve, our natural environment and culture (parks, zoos, galleries, libraries, archives and museums). Toi Ora is the sector that provides places and facilities for New Zealanders and visitors to engage with activities for relaxation, education, research, conservation, wellbeing and human connection. Of all Toi Mai's sectors this has the greatest regional presence.

These six sectors have divergent goals, highlighting the different challenges they face which were accentuated during COVID-19. Toi Puaki, Toi-ā-ringa and Toi Ora were all hit hard by COVID-19 and the focus is currently on building sustainable careers. These sectors are vital to Aotearoa's well-being, however they struggle to retain experienced workers. One key challenge is ensuring people can develop their business skills.

Conversely, parts of Toi Whānui and Toi Pāho weathered the pandemic well and are well placed to resume the growth they were experiencing prior to COVID-19. As growth resumes, the CreaTech and tech sector have traditionally relied on immigration to provide workers. With immigration not set to return to pre-pandemic levels for the foreseeable future, we need to ensure that New Zealanders get the skills to access these high value jobs in growing industries.

Ngā kaho kāwana a Toi Mai

Government strategies relevant to Toi Mai

The following government strategies and policies are at the centre of Toi Mai's strategic direction. Two additional sector strategies are included due to their relevance to current government processes.

Reform of Vocational Education (RoVE)

This system aims to create a strong, unified and sustainable vocational education system fit for the future. Through RoVE, learners will receive more support while they are training and vocational education that is more relevant to work.

Treasury's Living Standards Framework

This framework takes into consideration outcomes across multiple domains such as 'cultural capability and belonging' and 'leisure and play'. By incorporating this framework into our WDPs, a broader wellbeing lens is captured when prioritising actions in Toi Mai's sectors.

Treasury's He Ara Waiora Framework

This framework presents a holistic, intergenerational approach to wellbeing. It can help decision-makers interweave and embed Te Ao Māori perspectives into policy advice with integrity.

Te Arawhiti Māori Crown Relations Capability Framework for the Public Service.

This framework provides a coordinated approach to capability building across the public service.

Sports New Zealand 2020-2032 Strategic Direction

Sports New Zealand's vision is to lift the physical activity levels within Aotearoa New Zealand in order to have the greatest possible impact on wellbeing.

Digital Technologies Industry Transformation Plan (Digital Tech ITP)

The government is developing Industry Transformation Plans (ITPs) in partnership with key sectors to achieve its vision of a low emissions, high wage and resilient economy. The vision of the Digital Tech ITP is that "The world looks to Aotearoa New Zealand as a leader in ethical, innovative, inclusive and sustainable digital technologies. These technologies enable our economy to prosper, help our

businesses to grow stronger and compete internationally and contribute to the wellbeing of all New Zealanders”. The Digital Tech ITP prioritises four immediate areas of focus:

- growing export success (including Software as a Service)
- telling our tech story internationally and domestically
- enhancing the skills and talent pipeline
- enriching Māori inclusion and enterprise.

The Digital Technologies ITP also identifies three future focus areas (data driven innovation, data ethics and artificial intelligence, and government procurement).

Digital Skills and Talent Plan

The Skills and Talent component of the Digital Technologies ITP will deliver a targeted implementation of the industry’s Digital Skills and Talent Plan (DSTP). The DSTP examined the underlying causes of the skills issues in the sector and what can be done to improve the skills pipeline. The targeted implementation has three priority areas (career awareness and discovery, pathways into tech careers, and upskilling and reskilling) with four cross-cutting themes (diversity in the tech sector, implementing SFIA (see below), government’s role as an employer and procurer of digital skills, and immigration).

The TES and NELP Strategy

The Tertiary Education Strategy (TES) and the Statement of National Education and Learning Priorities (NELP), issued under the Education and Training Act 2020, established the Government’s long-term objectives and priorities to strengthen the education system and ensure the success and wellbeing of all learners in Aotearoa. Their five objectives are:

1. Learners at the centre: learners and with their whānau are at the centre of education
2. Barrier Free Access: great education opportunities and outcomes are within reach for every learner
3. Quality Teaching & Leadership: quality teaching and leadership make the difference for learners and their whānau
4. Future of Learning and work: learning must be relevant to the lives of New Zealanders today and throughout their lives
5. World class inclusive public education: New Zealand education is trusted and sustainable.

Toi Mai intends to give effect to the TES and NELP strategy by partnering on objective number four ‘future of learning and work’. This will be achieved through Toi Mai’s priority to collaborate with industries and employers to ensure learners have the skills, knowledge and pathways to succeed in work. Toi Mai’s workforce development plans and research plan involving environmental scanning and future thinking will guarantee our deliverables and outcomes are relevant to the future challenges and opportunities of Aotearoa’s CCRT sectors.

Pacific Wellbeing Strategy

The All-of-Government Pacific Wellbeing Strategy is the mechanism for a new way of working across government to improve wellbeing outcomes for Pacific peoples. It does this through four interconnected focus areas:

- ***Pacific values and principles – Lalaga Potu:*** that form the foundations of the Strategy.
- ***Partnership and governance – Fale Fono:*** to strengthen system leadership and establish genuine partnerships with Pacific communities to support Pacific wellbeing.
- ***Performance and improvement – Vaka Moana:*** to measure and monitor the impact of investment in Pacific communities through the All-of-Government Pacific Wellbeing Outcomes Framework that includes a set of Pacific wellbeing indicators and measures.
- ***Capability – Te Kupega:*** to build and strengthen cultural capability and engagement approaches across government.

Through these focus areas, the All-of-Government Pacific Wellbeing Strategy will lay enduring foundations to support Pacific wellbeing now and well into the future. [All-of-Government-Pacific-Wellbeing-Strategy.pdf \(mpp.govt.nz\)](#)

The Pacific Wellbeing Strategy can be used to ensure that Toi Mai is committed to the success and wellbeing of Pacific peoples by ensuring that Pacific values and culturally appropriate engagement strategies are considered. It is important that robust metrics are used to measure the impact of vocational education within Pacific communities.

Sector strategies relevant to Toi Mai's strategic direction

Screen Sector Strategy 2030

The strategy signals a strong intent from the sector to increase its involvement in education and training such as growing business skills among business owners and producers. A few of the objectives of the strategy are to assess the state of skills and skills funding in the sector, map career paths to improve alignment between education providers and the sector's employment and skill needs and explore how to expand internships and apprenticeships. This is particularly relevant given the current review of government investment in the screen sector.

Skills Framework for the Information Age (SFIA)

This framework is a model for describing and managing skills and competencies for professionals working in information and communications technology, software engineering and digital transformation. The SFIA has been adopted by the Digital Tech ITP. Mapping the SFIA with the New Zealand Qualifications Framework will aid Toi Mai to better understand skills shortages in the tech sector and the level and focus of training provision needed.

Hei tauira tuituinga ka muri mō ā mātou ahumahi

The future of our sectors

Toi Mai will work to provide skills and workforce leadership for the CCRT industries including by identifying their current and future needs and advocating for those needs. This section is based on an initial scan of future trends. The results are not set in stone; an ongoing dialogue between Toi Mai and industry is needed to stay abreast of new trends and their potential implications.

Ō mātou wehenga ahumahi I āianei – Our sectors today

While the CCRT sectors' contributions to measures like Gross Domestic Product are not large, each creates tangible value for Aotearoa's wellbeing and identity. They also enable jobs and growth in other economic sectors and have enormous potential to diversify and grow Aotearoa New Zealand's export earnings through areas like SaaS (Software as a service) and CreaTech (fusion of creative and technology) products and services.

Ngā tautokoranga ki te kohinga pūtea ā motu – Contribution to GDP

Infometrics estimates that the CCRT sector had a Gross Domestic Product (GDP) contribution of over \$24.7 billion, which equates to 7.6% of Aotearoa New Zealand's GDP in 2021. Although the sector's GDP fell 0.6% from the previous year, it has grown by 4.2% per annum over the past decade. Almost half of the economic activity within the CCRT industries occurs within the Auckland region (47%), with Wellington being the second largest contributor (18%).

In the year to March 2021, the CCRT sector also had over 194,000 filled jobs (7.4% of overall filled jobs in Aotearoa New Zealand) and more than 53,000 business units (8.9%). The number of businesses in the sector increased by 0.8% in 2021, which is a positive indication of economic activity despite COVID-19's impact on the sector. Small and medium enterprises (SMEs) accounted for 97.4% of all employment in the sector in 2021.

Recent work by Callaghan and NZTE shows that the Software-as-a-Service (SaaS) sector revenue grew 19% last year (2020-21). While this growth is off a small base, the main constraint seems to be the availability of skills. If this trend continues it would create 56,000 new highly paid jobs in five years.¹ These companies are born global and are producing weightless, environmentally friendlier exports. This overcomes many of the problems that have hampered

¹ Based off the 19% growth rate

Aotearoa New Zealand's traditional exports (primary products and tourism). The size of the global market potential is essentially unlimited.

There are no such calculations available for the wider CreaTech sector (which some would argue SaaS is part of). As noted above, our analysis suggests that this sector has been very resilient to COVID-19 but even this analysis is based on flawed ANZSIC codes. As one example, the Games sector has been growing at around 30% per year since 2017. Although the Creative Industries ITP has been shelved, a government-wide Creative Industries strategy is still needed to address this area of potential.

Beyond the narrow measures of GDP and employment, Toi Mai's sectors contribute to the quality of life in Aotearoa in several ways.

Our sectors:

ENCAPSULATES

New Zealand's

international brand everything from

MĀORI CULTURE &

outdoor recreation to the

ALL BLACKS' epic

environmental backdrops, AND a

QUIRKY sense of HUMOUR portrayed in movies.

Are a KEY DRIVER of

Innovation

& source of new ideas for our society and economy.

The tech sector is TRANSFORMING THE ECONOMY (Industrial Revolution 4.0)

while the creative and CULTURE sectors shift social norms.

Greater mainstream exposures to mātauranga Māori is also leading to discoveries and perspectives that are new to western culture, giving Aotearoa an edge in some fields and differentiating it on the world stage.

Keep our DEMOCRACY functioning. The creative sector and media like journalism provide the

INFORMATION, ANALYSIS &

CRITICAL THINKING

that is essential for an informed DEMOCRACY.

Te aronga ki te Waiora CONTRIBUTION OF WELLBEING

Underpin our wellbeing as a society. Recreation directly improves our physical and

MENTAL HEALTH, as reflected in the Treasury Living Standards Framework.

The creative and CULTURE hold up a MIRROR to society and help give people

MANA TUKU IHO (a sense of identity and belonging). Identity is important for MENTAL HEALTH, and the impact

on wellbeing is best reflected

in He Ara Waiora (Indigenous approach to the Living Standards Framework)

ARE A breeding ground for transferable/enterprise skills. creative, CULTURAL and recreation

Participating in the

sectors teaches 21st century skills including communication, CRITICAL THINKING, collaboration, and creativity.

DIGITAL LITERACY is increasingly important for everyone to participate in society and the workforce.

Provide what UNIQUELY makes us human.

THE creative, CULTURAL and recreation

sectors are the HOME of creativity, MOVEMENT and self-expression. They raise the VISIBILITY of the voiceless, raise our self worth, and reflect our identity as INDIVIDUALS, REGIONS and as a NATION in an increasingly

digital and global world.

CREATE communities, which also underpins

wellbeing (mana tantuutu - also recognised in He Ara Waiora)

The creative, CULTURE and recreation sectors

bring people together with a shared purpose and

understanding, while the tech sector helps communities stay connected.

Ka muri ki 2050 – Our sectors in 2050

With such dynamic sectors, focusing on the “here and now” risks overlooking the opportunities that societal shifts can create. While there are always uncertainties with long-term forecasts, several societal trends are likely to create relatively favourable tailwinds for the CCRT sectors. The strength of these tailwinds may be different for different sectors:

- The next three decades will be dominated by the impacts of a changing climate and pressures for industries to reduce their environmental impact. Toi Mai’s sectors generally have low environmental impact and are well placed to benefit from this shift. The largest area of risk is probably tourism (which includes Toi Mai’s outdoor recreation sector), where the focus may shift to providing lower quantities of higher value experiences.
- Technology will continue to grow rapidly and transform other sectors of the economy. If current trends continue, it will make up 6% of GDP by 2050 (though with sufficient skills and government export policy attention the potential is even greater). This figure could be even higher when we consider areas like SaaS, AgriTech, EdTech, FinTech, etc. While the impact of technology will be different in different sectors, the core skills of artificial intelligence, machine learning, coding, testing and cyber security will be in demand across the board. The sense here is that enabling technologies will underlie everything.
- Technology will also continue to transform the creative, cultural and recreation sectors. As noted above, CreaTech generally is growing and Games in particular. Recreation is likely to change too with the rise of Esports and greater use of technology in training. Some roles are likely to be automated.
- The creative, cultural and recreation sectors will benefit from the growing importance of hauora/wellbeing. Rising productivity and environmental limits to material consumption could push society to focus more on wellbeing. This is likely to include working less and dedicating that time to things that improve our quality of life – including creativity, culture and recreation.
- The creative and technology sectors are well prepared for the challenges of further globalisation and the disruption this will bring. The technology sector will continue to facilitate remote working, even allowing people to work overseas while living in Aotearoa New Zealand. Workers in the creative sector are already deeply ensconced in the gig economy which will likely become a more common way of working in the future.
- The creative and cultural sectors will benefit from the demographic shifts that are coming. Businesses are increasingly demanding the storytelling skills that the creative sector holds. The revival of Māori and Pacific knowledge systems and growth in the Māori and Pacific economy will boost the cultural sector.

Ngā hōaketanga a Toi Mai

Toi Mai’s objectives and impacts

With this context in mind, we are ready to move on to Tūmatakahuki – beginning to weave the tukutuku panel that will be Toi Mai’s impact. As noted above, Toi Mai and the CCRT sectors are in a discovery phase adapting to RoVE, COVID-19 and the recent establishment of our WDC. As such, we have chosen to make this a three-year Statement of Strategic Direction to be refreshed in 2025. What follows below are the first weaves that set Toi Mai’s direction over the next 3 years.

The six new subsectors **Toi Māori** (Practitioners specialising in the creation of taonga works), **Toi Pāho** (Broadcast and Screen), **Toi Puaki** (Expressive Arts), **Toi Whānui** (Enabling Technologies), **Toi-ā-ringa** (Art and Design) and **Toi Ora** (Sport, Recreation and Cultural Organisations) will drive the development of our future workforce development plans (WDPs). In the meantime, our first sector wide WDP (being launched in October 2022) will guide our actions while the subsector WDPs are being developed. Our first WDP has been based on our environmental scan of the evidence and government strategies that apply to Toi Mai’s sectors.

As a result of this groundwork and the context above we have identified the following strategic priorities set out in the table below. The table also includes the impact that we expect to see by 2025 if Toi Mai is successful in implementing each of these strategic objectives during the discovery phase. How these impacts are measured is explored further in the Performance Measures (which we have already agreed with TEC) as set out in the Appendix.

Strategic Objective	Explanation	Impact
<p>Hei reo kōkiri i ngā Mātauranga me ngā Whakangungutanga Ahumahi mō ngā ahumahi ā-Auaha, ā-Ahurea, Ngā mahi a te rēhia me ngā Hākinakina me ngā mahi Hangarau. Hei whāngai pūkenga, hei whāngai hautūtanga ahumahi, hei reo āwhina hoki ki Te Amorangi Mātauranga i ā rātou aronga haumītanga ki ngā</p>	<p>For Toi Mai to become a trusted and effective voice for our sectors we must create meaningful insights by combining the latest data and evidence with intelligence from industry in our Workforce Development Plans and Advice to TEC. This work will be underpinned by our Research Plan and Engagement Plan.</p>	<p>Industry sees Toi Mai as playing a valuable leadership role within the CCRT ecosystem. This will be a result of Toi Mai engaging with education providers and industry, creating resilient stakeholder partnerships and shaping a shared story of the added value the sector provides to Aotearoa. As part of this leadership role Toi Mai will</p>

<p>mātauranga ahumahi – Represent the voice of the Creative, Cultural, Technology, Sport and Recreation sector in the Vocational Education and Training space. Provide skills and workforce leadership and advise the TEC on its investment in vocational education.</p>		<p>facilitate a common view of future learner and economic trends and how the sector and providers can navigate those trends.</p>
<p>Hei tautokotanga ki ngā whakaritenga mātauranga e whakamana ai i te Tiriti o Waitangi, i te hononga i waenga i te Māori me te Karauna – Contribute to an education system that honours Te Tiriti o Waitangi and supports Māori–Crown relations</p>	<p>Embedding Te Tiriti o Waitangi and te ao Māori in our work will involve Toi Mai being proactive at increasing participation of Māori learners across our qualifications, particularly in technology. Māori businesses will have fit-for-purpose qualifications and workforce support. Iwi Māori and other Māori organisations will be embedded in Toi Mai’s strategic decision-making and Toi Mai qualifications will reflect Te Tiriti o Waitangi principles. If vocational education works for Māori, it will work for everyone.</p>	<p>Toi Mai develops a proven methodology for projects that empower iwi Māori to meet their own aspirations.</p>
<p>Hei ringa hāpai kia poua ai ngā putanga mō te katoa hei tika, hei taurite – Help ensure fair and equitable outcomes for all</p>	<p>Everyone wins from improving diversity; it reduces inequality and brings new perspectives to industry. The biggest challenge is the tech and screen sectors where there are relatively few tangata whaikaha (people with disabilities), women, Māori and Pacific peoples in workforces and leadership roles.</p>	<p>There is an increase in the diversity of CCRT vocational graduates. This includes the following priority groups: tangata whaikaha (people with disabilities), Pacific peoples, Māori, rainbow community, neurodiverse, high potential and women in tech.</p>
<p>Taraia te āpōpō o te marautanga o ngā mātauranga me ngā whakangungutanga ahumahi mā te whakawhanaketanga o ngā tohu, mā te whakariterite o ngā taumata, mā te whakamana o ngā hōtaka ako me te aromātai kia tautika ai ngā aromatawai – Shape the future curriculum of vocational education and training (through developing qualifications, setting standards, endorsing programmes and moderating assessments)</p>	<p>Many of Toi Mai’s sectors have not historically had Industry Training Organisation (ITO) coverage. As a result, training offered doesn’t always meet industry need and there is often a lack of clear career pathways or appreciation of how people’s existing transferable skills can help them shift between industries.</p>	<p>Qualifications and standards meet industry needs, learner pathways are clearer, and learners will also have a better understanding of career opportunities in the CCRT sectors. If this happens, we expect to see more learners going through CCRT pathways. Historically, investment in CCRT vocational education has been shrinking as small enrolment courses were not valued by providers and pathways unclear for learners. As a consequence, employers have turned to the informal, bespoke training sector to meet their needs. This will change if vocational graduates have the required skills and knowledge for employment in the CCRT sector (including transferable skills). More learners using CCRT pathways would restore funding equity for the sector in relation to other industries.</p>
<p>Ko Toi-tūturu, ko Toi Mai – Toi Mai to be a truly sustainable organisation</p>	<p>Toi Mai will conduct ourselves in accordance with our pou and values at all times.</p>	<p>This objective underpins our ability to deliver all the other impacts above.</p>

Tuku mai, tuku ata

Prioritisation

Toi Mai is the smallest and least resourced of the six WDCs, a quirk based on number of qualifications extant at the time of WDC creation rather than a reflection of the opportunities for our sectors in the vocational education and training (VET) system. The prioritisation matrix below signals the sort of work we will prioritise given our limited resources.

Toi Mai aims to give equal weight to:

1. the important needs of our sectors in the future and
2. their urgent needs today.

We will balance those needs by giving priority to activities that meet the criteria in the table below. In some cases, further work will be needed to give full weight to these priorities.

Toi Mai will prioritise activities that	To give effect to this, Toi Mai will need to understand
Give opportunities to priority learners (tangata whaikaha, Pacific Peoples, Māori, rainbow community, neurodiverse and those with high potential), as well as women in the tech sector	The barriers faced by priority learners and how to improve learner equity
Can be delivered by providers to a high-quality standard	The capacity of our key providers
Foster the development of transferable skills (including digital literacy and the 4Cs – creativity, communication, critical thinking and collaboration)	What works in delivering transferable skills
Deliver the skills employers need now	Employers’ needs (vacancy data, survey)
Deliver the skills employers need in the future	Understand the impacts of future trends on skills e.g. low carbon economy, technological change
Allow our sectors to make the maximum possible contribution to wellbeing	Contribution to wellbeing instead of GDP and employment, especially for creative sector
Provide greater opportunities for people in their own regions	The skills needed in different regions
Help to honour Te Tiriti o Waitangi	The needs of whānau, hapū, iwi and Māori businesses
Align with government education and economic policy	Existing policy programmes and where Toi Mai can contribute

One of the challenges we face when it comes to prioritisation is the arbitrary distinction created between vocational and tertiary education in government policy and funding settings. The CCRT industries do not distinguish whether trained workers come through the vocational sector or through university education. They simply want enough skilled workers to enable them to thrive.

Toi Mai's mandate to focus solely on vocational training means that some sub-sectors may feel like they are being excluded from RoVE. Although Toi Mai's qualification development function requires us to focus on level 7 and below, we will still endeavour to gather industry insights and data that support all providers, irrespective of level, to make better decisions in the interests of our industries.

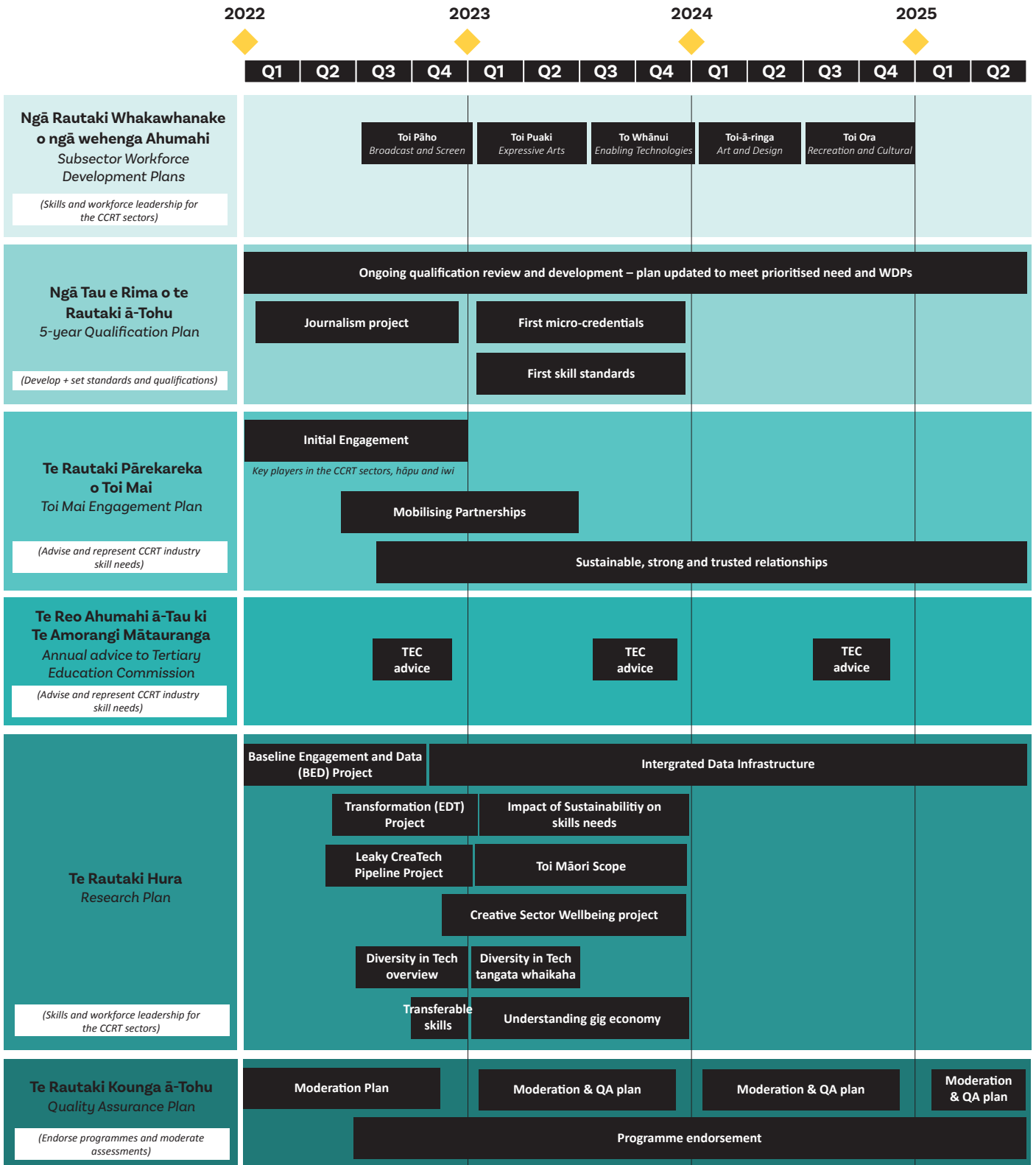
He tauira hei rautaki

Our plan

This Statement of Strategic Direction defines Toi Mai's purpose and the impact we seek to achieve over the next 5 years. It also identifies the outcomes we are prioritising, articulates Toi Mai's strategies and provides a basis for measuring our performance.

The timeline below of Toi Mai's key deliverables over the next 3 years (*Figure 3*) outlines the sequence of the Workforce Development Plans, starting with Toi Pāho – Broadcast and Screen, as well as the other major programmes of work.

Timeline of Toi Mai’s key deliverables for 2022–2025



Appendix 1

Performance Measures 2022–25

Strategic Objective	Ngā kawenga 2022/23 Deliverables 2022/23	What does success look like?	What do we hope this will lead too?
Te Tiriti o Waitangi	Ensure kaimahi have the skills and knowledge to engage on Te Tiriti o Waitangi issues in Toi Pāho, Toi Puaki, Toi Whānui, Toi-ā-ringa and Toi Ora Survey kaimahi to capture and understand the baseline capabilities of all the groups below to inform next stage planning	<ul style="list-style-type: none"> Staff survey identifies what areas need further development Professional development plans reflect those development needs A well informed and considered plan to authentically engage with Te Hunga Whaikaha is created and implemented 	Te Tiriti o Waitangi is at the core of how Toi Mai operates and our kaimahi are able to work in a culturally competent way
	All kaimahi have a professional and personal growth cycle that is aligned to the Maramataka Māori and uses Te Pā Harakeke as the professional development framework Develop a robust professional development plan that grows staff capability and understanding in: <ul style="list-style-type: none"> Te reo, tikanga and te ao Māori. The complexities of the people of Te Moana-nui-a-Kiwa (Pacific world view) Te Hunga Whaikaha – those whose abilities, gender and perspectives are not acknowledged when seen through the bias of able bodied, cisgender, neurotypical lenses. 	<ul style="list-style-type: none"> All kaimahi have a professional growth (follow the Toi Mai Pou) and personal development plan (will align to Whare Tapawhā) by end of July 2022, including te reo and tikanga strategy 	<p>Toi Mai expresses manaakitanga towards its kaimahi in the following ways:</p> <ul style="list-style-type: none"> te taha tinana (physical wellbeing) te taha hinengaro (emotional and mental wellbeing), te taha wairua (spiritual wellbeing) te taha whānau (family and social wellbeing of our staff)
	Conduct pilot/initial project with one iwi/Māori group in support of our work programme	<ul style="list-style-type: none"> Initial project or pilot with one iwi/Māori partner is underway in 2022/23 	An in depth understanding of the Māori organisations we have engaged with informs all Toi Mai processes
	Develop a clear and well-informed Engagement Strategy	<ul style="list-style-type: none"> There is evidence of engagement with iwi Māori and other Māori organisations in relation to strategic decision making 	
Sustainable Organisation	Toi Mai performs within its budget	<ul style="list-style-type: none"> There is evidence that appropriate financial and budget controls are in place There is evidence that risk is being appropriately managed There is evidence that the Health, Safety and Wellbeing framework is being implemented There is evidence that Toi Mai governance processes are in place and functioning 	Toi Mai has the core management and governance functions in place to enable it to operate effectively
	Complete a risk Register (incl. risk details, level of risk). Each risk has an appropriate response for mitigation		
	Establish a Health, Safety and Wellbeing framework and put into effect		
	Toi Mai has up to date governance documents including roles, responsibilities and accountabilities, delegations, and decision-making processes		

Strategic Objective	Ngā kawenga 2022/23 Deliverables 2022/23	What does success look like?	What do we hope this will lead too?
Industry Voice	Industry focus: Publish foundational industry Workforce Development Plans	<ul style="list-style-type: none"> • Workforce Development Plans (WDPs) are publicly available and updated regularly in line with Council's agreed schedule • There is evidence that collaboration is occurring with other WDCs on matters of common interest • There is evidence in WDPs of high-quality qualitative and quantitative analysis, demonstrating regional insights, industry views and a te ao Māori perspective • Sector peak bodies endorse the WDPs 	Current and future workforce needs of industry are identified in skills and workforce development plans – ensuring a high-quality skills pipeline into Toi Mai's industries
	Development of a Toi Mai specific engagement survey	<ul style="list-style-type: none"> • There is evidence of the engagement survey being implemented 	Maintenance of a high-quality skills pipeline into the industries covered by the WDC
	Represent industry interests by engaging with government agencies, schools and tertiary education providers, regional economic development groups and others (e.g., employers, industry associations)	<ul style="list-style-type: none"> • A summary of advocacy activities is incorporated in the annual report 	Strong, mutually respectful relationships are developed and maintained informing Toi Mai's mahi into the future
	Sectors understand Toi Mai's purpose, role and strategy and what it seeks to contribute for whānau, hapū and iwi and industries	<ul style="list-style-type: none"> • Toi Mai engages with key peak industry bodies including whānau, hapū and iwi in our sectors and publishes communications to support these connections 	Toi Mai uses information gathered from these relationships to help whānau, hapū, iwi and sectors to achieve their own aspirations
	Whānau, hapū and iwi along with sectors are satisfied with the outcomes of their engagement facilitated and coordinated by Toi Mai	<ul style="list-style-type: none"> • Toi Mai develops a short satisfaction survey for key of industry bodies to rate their experiences with engagements (at least three or more) including any suggestions for improvement 	Actions identified in WDPs are implemented with sector
	Whānau, hapū and iwi businesses along with sectors co-lead alongside Toi Mai initiatives that address their education, training and workforce needs	<ul style="list-style-type: none"> • Toi Mai identifies at least one opportunity per sector to progress mutual priorities in the form of specific industry projects, funded or otherwise 	
	Provide Investment Advice to TEC	<ul style="list-style-type: none"> • Advice is provided to the TEC to the required standard and timeframe 	
	Work with the sector to implement actions identified in Workforce Development Plans	<ul style="list-style-type: none"> • There is evidence that advice is informed by research, industry insights and data, alongside information provided by RSLG, agencies and wider groups • There is evidence of the work underway to deliver against WDP actions with the sector 	

Strategic Objective	Ngā kawenga 2022/23 Deliverables 2022/23	What does success look like?	What do we hope this will lead too?
Fair and Equitable Outcomes & Shape Future Curriculum	Provide input to inform TEC's career services activities	<ul style="list-style-type: none"> There is evidence of collaboration with Tahatū team to ensure occupations and pathways are visible to learners 	<p>Visible pathways across Toi Mai sectors for learners</p> <p>Improving diversity across Toi Mai sectors improved</p>
	Develop/design sector qualifications frameworks	<ul style="list-style-type: none"> There is evidence of engagement with sectors on the development of new qualifications, standards and micro-credentials (including establishment of Ngā Puna Whāngai/Qualification Advisory Groups) There is evidence of implementation of workplan to respond to sector needs and improving currency of existing qualification system products 	<p>People in our sector have the skills and workforce capability they require to meet diverse needs and aspirations</p> <p>Equitable and quality learning and support is available in diverse ways that people require, where and when they need it</p>
	Develop new approaches to qualification design and review		
	Design new approaches to skill standard development; priority new skill standards developed	<ul style="list-style-type: none"> There is evidence of collaboration with other WDCs on matters of common interest relating to skill standards and qualifications The Quality Assurance Plan 2023 is implemented. Targets and milestones are met. Toi Mai engages with providers in a meaningful way 	<p>Endorsed programmes and consent to access support enables providers to deliver high quality learning for ākonga</p> <p>Providers are supported to ensure their assessment practice is fair (equitable), valid and consistent.</p> <p>Graduates gain skills and credentials that support themselves, whānau, hapū, iwi, communities and employers in our sectors</p>
	Design priority micro-credentials		
Develop and implement a Quality Assurance Plan with recommendations from the 2022 review incorporated			



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