

Te ara whanake o Toi Mai

Toi Mai Operational Plan 2022/23

Ka mua, ka muri

*‘Kia whakatōmuri te haere whakamua:
I walk backwards into the future with my
eyes fixed on my past.’*



TOIMAI

Workforce
Development
Council

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Ngā Kupu Whakataki

Foreword from WDC Co-Chairs

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!

E ngā mana, e ngā reo, e ngā karangataha maha nei rā ngā kupu maioha atu ki a koutou o Te Amorangi Mātauranga Māori. Harikoa ana māua ki te tuku tēnei mahere mahi o Toi Mai ki a koutou.

We are pleased to present Toi Mai's Operational Plan for the period 1 July 2022 to 30 June 2023.

As co-chairs we are proud to have been part of the start-up of this exciting new Ohu Ahumahi/Workforce Development Council. We are excited by the opportunity to positively impact the lives of people in Aotearoa through vocational education within the industries of the future: creative, cultural, recreation, and technology (CCRT). Toi Mai is committed to enabling our industries to thrive, with a strong focus on the future of work, the diversity of our society, and the structure and demands of the worldwide economy.

The name we have given to this report is 'Ka mua ka muri'. Toi Mai's firm eye on the past will ground us in knowing where we have come from as we journey into the future, conscious of the speed of technology changes in both the short and long terms.

The creative, cultural, technology and recreation sectors of Aotearoa contributed more than \$24 billion (7.5%) to NZ's GDP in 2020, making our workforces integral to the New Zealand economy, as well as having an immeasurable impact on national identity and unity. We feel these sectors have yet to realise their true potential in bringing about the transformative change that will enhance te taha tinana (physical), te taha hinengaro (mental), te taha wairua (spiritual) and te taha whānau (family and social) wellbeing of our whenua/land. We envision Toi Mai contributing positively to the way New Zealanders see themselves as learners, and ultimately resulting in a skilled workforce, that contributes significantly to the hauora of Aotearoa New Zealand.

We are greatly looking forward to Toi Mai's transition from its establishment start-up phase to its first full year of operation. Already we are delighted by the positive support and endorsement we have had from our sector engagements to date.

The main concern we have, so far, is that there is so much pent-up demand from the sectors we cover, many of whom have not had much engagement with the structured vocational education and training system to date, that we won't be able to meet it all in the next few years! This of course presents plenty of opportunities, with the right resourcing, to bring positive and speedy change to our communities.

Over the next year and beyond, we will continue to engage with our established and emergent industries, iwi, hapū, whānau and Māori businesses, to develop and maintain a high-quality skills pipeline with new and refreshed fit-for-purpose qualifications, skills standards and micro-credentials that meet our diverse industry needs.



Rhonda Kite ONZM
Co-Chair Toi Mai



Victoria Spackman ONZM
Co-Chair Toi Mai

Tirohanga Whānui

Overview

Toi Mai is one of six new workforce development councils (WDCs) established on 4 October 2021 as part of the government's major Reform of Vocational Education (RoVE) and training provision. 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.

Toi Mai is the smallest of the WDCs, which appears to be a quirk based on the number of qualifications extant at the time of creation, rather than a reflection of the opportunities for our sectors in the vocational education and training (VET) system. But like the treasured pounamu, our small size is not a reflection of the innate value, importance and needs of our sectors. Even before the COVID-19 pandemic struck, many — such as the fast-growing, high wage, high profile tech, screen and games sectors — were suffering major skills shortages that inhibited their growth. These shortages have only been exacerbated by the pandemic and need urgent attention.

Other workforces, like public journalism, are in crisis. It's no coincidence that the number of trained journalists has fallen at the same time as misinformation and disinformation has spread in our communities. There is an urgent need to create a diversity of voices that reflect 21st century Aotearoa.

Toi Mai also has a role to play in boosting the trained workforces that support wellbeing. Evidence shows that our creative, cultural and recreation workforces provide purpose and connection and improve hauora (physical, spiritual, whānau and mental health) and quality of life for the people and communities they engage with.

We at Toi Mai believe we can be transformational and build an organisation that contributes to a diverse, skilled workforce that is based on truly honouring Te Tiriti o Waitangi in Aotearoa. For this reason, our executive team is 50/50 Māori/Pākehā and we have significant diversity amongst our kaimahi.

By putting te reo and tikanga first- we know we can influence providers to deliver authentic vocational education that incorporates and respects mātauranga Māori and other knowledge systems, acknowledges the mana of everyone that enters into the vocational education space, and also gives people confidence that there are consistent and equitable standards across the board.

This operational plan provides a view of our key functions as defined by legislation, the key objectives of our organisation in 2022/23, and the resources we have to achieve these. The plan is informed by over 400 engagements we have had with industries, businesses, independent earners and providers over the six months since we were established on 4 October 2021, and reflects the priorities they have communicated to us. The plan has been contributed to and approved by the Toi Mai council (board).

Ko te kupu ka mua

Background

When we seek to understand our whakapapa — who came before us and who we are today — we do so by studying visual and material objects designed and crafted by people who combined creativity with technology to transform their lives.

They made houses to provide shelter, created pottery to eat and drink from, forged tools to hunt and cultivate food, invented games to entertain and recreate, fashioned clothing, hairstyles and body adornments to wear for warmth and decoration, shaped instruments to create sounds, crafted textiles to cover hard surfaces, created narratives and technologies to pass knowledge from generation to generation, devised complex vessels and navigation systems by which people could be carried across oceans, and painted marks and symbols to signal location, space and time.

This creative, artisanal, technological and active labour has always been integral to what makes us all human. In te ao Māori it is impossible to separate the labour that creates language, art and other forms of cultural expression and taonga from Māori values, identity and mātauranga Māori. The same applies to Pacific cultures.

Over the past 100 years, however, this labour has been largely relegated to the categories of ‘craft’ and ‘leisure’: a reward for working hard and/or activities people do for fun, not for building sustainable careers or knowledge systems. For disabled people, creative work is often considered to be therapy.

As a consequence, this work is not accorded the same degree of economic value as other forms of industrial labour like agriculture, manufacturing, construction, western research and science and other professional work. This results in the workforces that contribute to toi auaha (creative and culture), ngā toi Māori (Māori creativity), toi tangata (recreation) and toi

hangarau (technology) sectors missing out on government policy attention, investment, statistical measures, research funding and vocational training initiatives that other parts of the so-called ‘productive’ economy have benefitted from for decades. Not only does this have serious consequences for the future of work: a future that will increasingly rely on those who have transferable creative, communication and technical skills that are resilient to future automation, but it also sidelines Māori from enacting their kaitiaki obligations and tino rangatiratanga rights when it comes to the protection and transmission of Māori taonga, culture and identity.

With the Reform of Vocational Education (RoVE), this all changes. In giving Toi Mai the mandate to ensure the CCRT industries of Aotearoa are supported by a thriving and skilled workforce, the government has acknowledged that these are strategic sectors with economic, cultural, environmental, social and health value and the potential to drive intergenerational prosperity and wellbeing.

RoVE has opened the door to other parts of the economy benefitting from their workforces having access to VET in the areas that were once only within the scope of the creative, technology and active economies. RoVE also aims to put Māori in control of decisions about how industry, education and training providers can support the transmission and protection of Māori culture, identity, intergenerational waiora and mātauranga Māori.

This is a significant milestone for Aotearoa.

Ko te mātai ka muri

Strategic Context

RoVE is the biggest change and transformation of Aotearoa's vocational education system in 35 years. It has been designed to ensure all New Zealanders have the skills, knowledge and capability to adapt and succeed in a world of rapid economic, social and technological change.

Vocational education, with learning opportunities closely integrated with work, can markedly improve people's resilience, employment security and life outcomes. It can be a powerful tool to reduce inequity, address inter-generational disadvantage and ensure all New Zealanders can achieve to their full potential.

RoVE has been designed to ensure the vocational education system is better prepared to respond to these trends, and to support lifelong learning, including giving employers, iwi, and industry a greater stake and say in attracting, recruiting, and developing the skilled workers they need.

Within RoVE, Workforce Development Councils have been established to:

- Contribute to a Tiriti o Waitangi-honouring education system in which Māori are free from racism, discrimination and stigma, and can exercise their tino rangatiratanga and mana motuhake
- Represent the voice of specified industries in the VET system
- Shape the future VET curriculum
- Help ensure fair and equitable outcomes for all
- Advise and guide the Tertiary Education Commission's (TEC) priorities for purchasing vocational education.

Toi Mai is one of six Workforce Development Councils established as part of RoVE and officially stood up on 4 October 2021. Toi Mai's industry coverage comprises the workforce development activities in relation to employers, vocational education providers, employees, and people seeking to be employed in work related to the CCRT sectors. Schedule 2 of the Education (Toi Mai Workforce Development Council) Order 2021 (OIC) specifies these as:

- (i) Toi Auaha/Creative and Culture
- (ii) Ngā Toi Māori/Māori creativity
- (iii) Toi Tangata/Recreation
- (iv) Toi Hangarau/Technology

At a more granular level, Toi Mai's coverage includes the industries and activities listed below, as determined by Australia and New Zealand Standard Industrial Classification 2006 (ANZSIC) codes (*see figure 1*):

Hōkaitanga

Coverage (based on ANZSIC codes)

Auahatanga Creative	Ahurea Culture	Ngā mahi a te rēhia Recreation	Hangarau matihiko Technology
<ul style="list-style-type: none"> • Jewellery and silverware manufacturing • Flower retailing • Hairdressing, barbering and beauty services • Artists, musicians writers and performers: actors, extras, authors, cartoonists, composers, costume designers, body painters, dancers, circus performers, DJs, models, journalists, musicians, painters, poets, playwrights, screenwriters, sculptors, song writers, radio/tv presenters, songwriters, set designers, theatre lighting, writers, directors, conductors, choreographers, henna tattoos • Designers: graphic/VCD, textile, fashion, industrial, photographic, spatial • Ngā Toi Māori • Music and other sound recording activities • Post-production services and other motion picture and video activities • VFX, SFX, editing, sound, light, prosthetics • Motion picture exhibition • Motion picture and video production 	<ul style="list-style-type: none"> • Performing arts venues and Operations: ballet, circus, musical groups, opera, orchestra, MCs, theatre companies, fireworks displays • Museums, art galleries, historic places and sites • Concert halls, entertainment centres, opera houses, playhouses, theatres • Libraries, archives, film, photo and sound archives • Cable and other subscription broadcasting • Free-to-Air television broadcasting • Radio broadcasting • Music publishing • Motion picture and video distribution • Book publishing • Magazine and other periodical publishing • Newspaper publishing • News gathering for radio, TV, other 	<ul style="list-style-type: none"> • Zoological and botanical gardens, wildlife parks, aquariums, aviaries • National and conservation parks, nature reserves, picnic grounds, rec grounds, tourist cave, wildlife sanctuaries • Health and fitness centres and gyms • Sports and physical recreation clubs and sports professionals • Sports and physical recreation venues, grounds and facilities operation, billiard halls, bowling alleys, bowling greens, golf courses, netball courts, racecourses, skating rinks, ski-fields, speedway, squash courts, swimming pools, tennis courts • Rafting, bungee jumping, caving, dance halls/studios, dive boats, fishing guides/instruction, outdoor pursuits, jet boat, horse trekking, mountain guides, paintball, bridge clubs, alpine recreation • Horse and dog racing administration and track operation activities • Amusement parks and centres • Casino operation, lottery operation; TAB, internet, bookmaking 	<ul style="list-style-type: none"> • Computer system design and related services; • Computer consultancy • Computer programming • Customised computer software • Internet consultancy • Website design • Computer systems analysis • Software publishing • Internet publishing and broadcasting

Figure 1: Toi Mai Coverage based on ANZSIC codes

For most of the above industries and activities, there are qualifications and programmes on offer throughout the tertiary sector — in universities, wānanga, institutes of technology and polytechnics, and other private training establishments. These qualifications have varying degrees of alignment with industry skill needs and labour shortages. Some include work-integrated learning, others do not.

Very few of the above industries and activities enjoyed previous Industry Training Organisation (ITO) coverage. With the exception of hairdressing and barbering (HITO), sport, recreation and entertainment technology (Skills Active), casino operation and one museum qualification (Service IQ), the majority of Toi Mai's industries, employers and independent earners are either new to the structured VET sector, or have not had ITO coverage for over ten years (such as communications and media).

In the absence of structured VET provision, many businesses have customised their own in-house vocational training provision. Most of these are ad hoc or bespoke and provide 'just-in-time' expertise that is focused on local business needs and industry standard technologies and processes without the need for government support.

While this bespoke training suits immediacy and recognises the talent of industry experts as trainers, it can be problematic in that the training opportunities are inconsistently accessible across Aotearoa, are often not transferable or portable and do not recognise achievement and success with national or internationally recognised credentials. They also do not allow for the coordinated development of the barrier-free talent pipeline and career pathways that industries and businesses across the motu, but particularly in regions, need for sustainability and growth.

When compared to other (larger) WDCs, Toi Mai did not have nearly as many staff transfer from TITOs or NZQA on start-up, mostly because there was not much cross over between their previous work and Toi Mai's role. This has advantages and disadvantages. Although we are starting mostly from scratch at creating relationships with sectors new to formal VET, we are also not carrying historical baggage, and therefore can set up new models of engagement, data gathering, qualification development, quality assurance processes and impact measures that are focused on the future of our industries.

Toi Mai has spent most of its establishment phase (4 October 2021 – present):

- recruiting staff,
- setting up its working, management and governance processes,
- making introductory engagements to the industry leaders and businesses that have not had much formal engagement with the VET system,
- understanding the volume of qualifications and moderation activities transferred from TITOs and existing providers, and
- tackling how to segment its complex array of industries.

Ka muri te taunga aro
Sector prioritisation

This is not a straightforward task. While ANZSIC codes were a convenient way of segmenting industries when it came to establishing (and sizing) six WDCs, the codes are not a reliable or appropriate classification system for the diversity of activities and occupations covered by Toi Mai. The codes have not been updated since 2006 and have not kept pace with the newer occupations and industries that are developing all the time in the fast-moving technology-based sectors: computer gaming, E-sports, and VR/AR to name but a few. Nor do they adequately reflect the high incidence of self-employment/independent earner, volunteer and portfolio careers in our sectors. Built on international benchmarks, the codes do not account for indigenous industry, and there are no classifications covering ngā toi Māori industries and occupations.

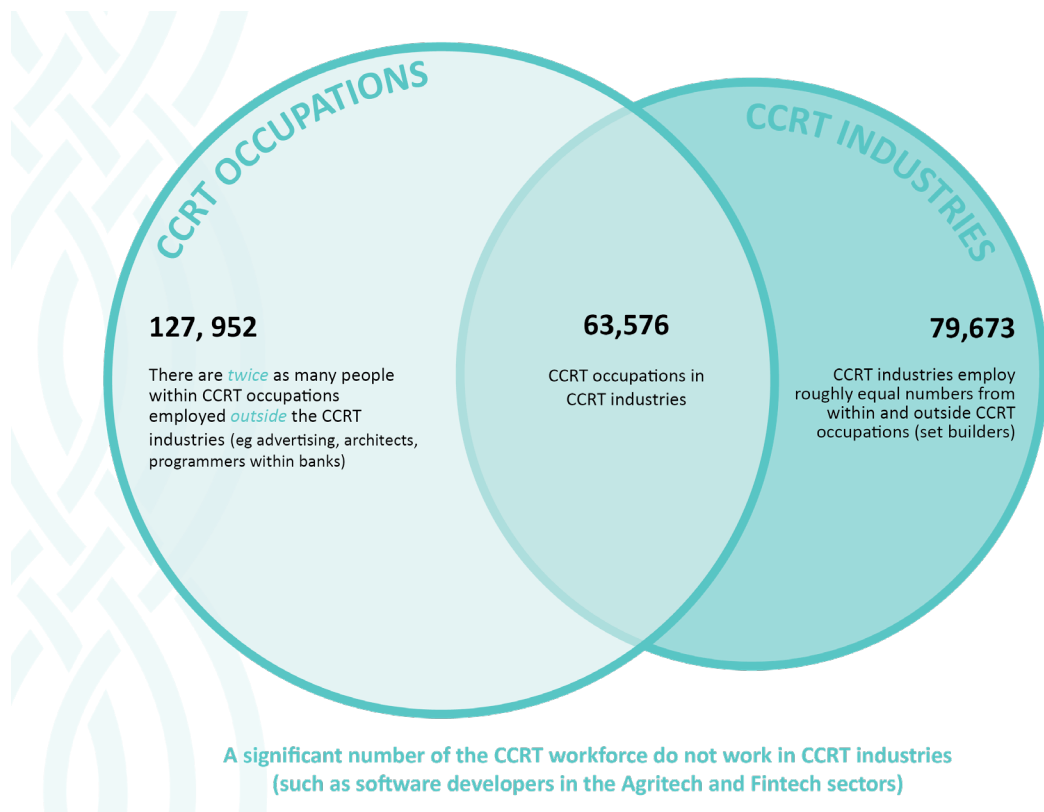


Figure 2: Toi Mai occupation/Industry composition

Given that the employment landscape has changed dramatically over the last few decades, it is apparent that an industry specific model is not the most appropriate classification system to assess Toi Mai sector coverage. The more appropriate classification system (for the present time) is for Toi Mai to use the Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes. ANZSCO is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets. Importantly for Toi Mai, it focuses on skill levels, which in turn relate to qualifications.

The difference between the two classification systems is stark. Figure 2 above, drawn from Infometrics data, shows that roughly twice as many people in Toi Mai's designated occupations are employed outside its designated industries as in it (e.g. banks are major employers of software developers and analysts). There are also as many people employed within our industries in non-Toi Mai occupations (e.g. builders working in set building for the screen sector). This makes Toi Mai different to other WDCs whose relevant occupations are predominantly within their industries. Toi Mai is going to need to take more of a cross-sectoral approach, in addition to serving our specified industries. This focus is likely to grow; trends indicate that transferable creativity, cultural awareness and technical skills will only become more important to the future of work.

Although ANZSCO may be viewed as being more appropriate for Toi Mai's purposes it is not without issue. Primarily there is no published link or detailed cross reference between ANZSIC and ANZSCO coding, so Toi Mai has been using manual methods and subject matter expertise to define occupation descriptors and activities.

Taking journalism as an example, according to Toi Mai's OiC this would consist of newspaper publishing and magazine and other periodical publishing (two level four classes of the ANZSIC coding system). However, in today's world, journalism crosses many industry boundaries and has many occupation codes and categories. By visually browsing the ANZSCO codes, seven specific occupations were identified, one of which was for 'journalists not elsewhere classified', this included bloggers and vloggers. This catch-all code highlights the age of the standard and how far it is falling behind the times.

Toi Mai understands that Stats NZ is seriously considering dropping the use of ANZSCO in favour of an Aotearoa New Zealand customised version of the Occupational Information Network (O*Net) after the 2023 Census. Toi Mai strongly advocates for adoption of this.

Further complicating matters is New Zealand's lack of comprehensive, regularly updated official datasets that measure skill shortages in Toi Mai's sectors, leaving us to rely on anecdotal evidence from employers and industry-specific surveys. Unlike more established industry sectors with ITOs to collect industry data, Toi Mai does not have access to many Toi Mai industry-specific surveys.

There are pockets of data captured in parts of our sectors (for example, in Skills Active and NZ Tech) and we are in the process of discovering them and seeing what we can bring over to Toi Mai. But there are still very large data gaps and benchmarking issues as not all the existing workforce surveys use the same methodology and assumptions. Needless to say, Toi Mai is reluctant to make long term strategic decisions and set firm impact measures until we have reliable baseline data we are comfortable with.

Ka muri te kī
Statement of
Strategic Direction
(SSD) Progress

Under our Order in Council, Toi Mai is required, at least once every three years, to issue a statement setting out its strategic direction (SSD) for the next five years. The SSD must cover how the Council intends to perform its functions; how the Council intends to give effect to the relevant parts of the tertiary education strategy; and the performance measures the Council will use to assess its performance against the goals and objectives set out in the statement. Before issuing a statement, the Council must engage with the specified industries to develop the statement, as well as consult the Minister of Education, vocational education providers and Māori interests.

Toi Mai's Establishment Plan included a delivery date for the SSD of 'within nine months of the commencement of the CEO [15 August 2022], to rise by lifting others: *Hāpaitia te tāngata, hāpaitia te iwi* project delivering as required, and on time.' This was a project led by the Skills Active ITO and supported by TEC's COVID-19 Response Project Fund to deliver workforce strategy and action plans that identified and analysed supply and demand, workforce development needs and opportunities, COVID-19 impacts, industries and employers that make up the CCRT sectors and address other pressing workforce development needs and opportunities.

The project was highly ambitious given the complexities and barriers described above, and Skills Active was not able to deliver on the original expected deadline of September 2021. At the end of 2021, it was rescoped by Toi Mai as the TEC COVID-19 Response Project funded Baseline Engagement and Data (BED) Project and re-commenced in early February 2022, though it has experienced delays already due to the spread of the Omicron variant of COVID-19. Given all the above, Toi Mai will need to push the deadline for a publishable SSD out to at least the end of September 2022. Until the Statement of Strategic Direction is firmed up, this Operational Plan will serve as Toi Mai's interim strategy.

Ngā Aronga o Toi Mai

Toi Mai's Purpose and Priorities

Rautaki Whakawhanake

In February 2022 the Toi Mai Board held two strategic hui to begin planning, followed by an all-staff hui. The outcome was agreement on Toi Mai's purpose and values.

Toi Mai's purpose:

To ensure Aotearoa's creative, cultural, recreation and technology (CCRT) industries are supported by a thriving and skilled workforce, and other industries are supported to access the creative and technological skills they need for the future of work; and

Ngā pou o Toi Mai

Four pou that will guide the development of Toi Mai's strategy:

- Aroha ki te Tangata/Respect for people,
- Te Tiriti o Waitangi/The Treaty of Waitangi,
- Whakawhirinaki/Trust and
- Whakahau/Transformation:

Aroha ki te Tangata:

The hauora of our kaimahi is central to the culture of Toi Mai, and our communities. Here we are guided by Te Whare Tapa Whā model that was gifted to Aotearoa by Tā Mason Durie. This will ensure that all four walls of the metaphorical whare of our kaimahi are considered equally so that staff feel cared for. We will:

- ensure in all we do that we carefully manaaki:
 - o te taha tinana, physical wellbeing
 - o te taha hinengaro, emotional and mental wellbeing,
 - o te taha wairua, spiritual wellbeing and
 - o te taha whānau, family and social wellbeing
- be a flexible, creative and innovative workplace, in mode of practice, FTE proportionality and location;
- treat everyone's voice as equal;
- support staff in their outside creative practice, recreation, cultural or family commitments;
- value fun and laughter, creating relationships through shared experiences, rituals, playing, eating and working together (whanaungatanga);
- work collectively within Toi Mai and across Ohu Ahumahi for the benefit of all kaimahi (kotahitanga).

Te Whakatinanatanga o Te Tiriti o Waitangi:

Honouring Te Tiriti o Waitangi will be front and centre of everything we do. It will empower Māori and assist in implementing decisions made by Māori. Toi Mai will ensure the board and all kaimahi are educated about Te Tiriti o Waitangi and the long term impacts of colonisation on Māori. The normalisation of te reo and tikanga Māori in the workplace will be a constant and vital focal point for Toi Mai. To embody the partnership leadership structure we have created at the CEO and Poumatua level, Toi Mai will strive to have 50% of our staff as tangata whenua and 50% tangata tiriti.

Whakawhirinaki/Trust:

Toi Mai will be the trusted voice of our industries and businesses through the building and maintenance of long term mana-acknowledging relationships. Toi Mai will back and advocate the importance of our sectors to Aotearoa and in doing so will ensure our decisions and advice are evidence-informed. Toi Mai will work hard to ensure its products and training solutions meet the needs of Māori, Pacific and other learners who have traditionally been disadvantaged by existing systems.

Whakahau/Transformation:

New transformational ways of thinking and doing to achieve dramatically different outcomes and impacts will be embedded in all Toi Mai mahi. As a publicly funded organisation we will role model new methods and tools of working. We will create a customer-centred design culture that values intellectual enquiry, deep thinking and ideas that challenge the prevailing practice. We will adopt an 'Aotearoa New Zealand technology solutions first' approach.

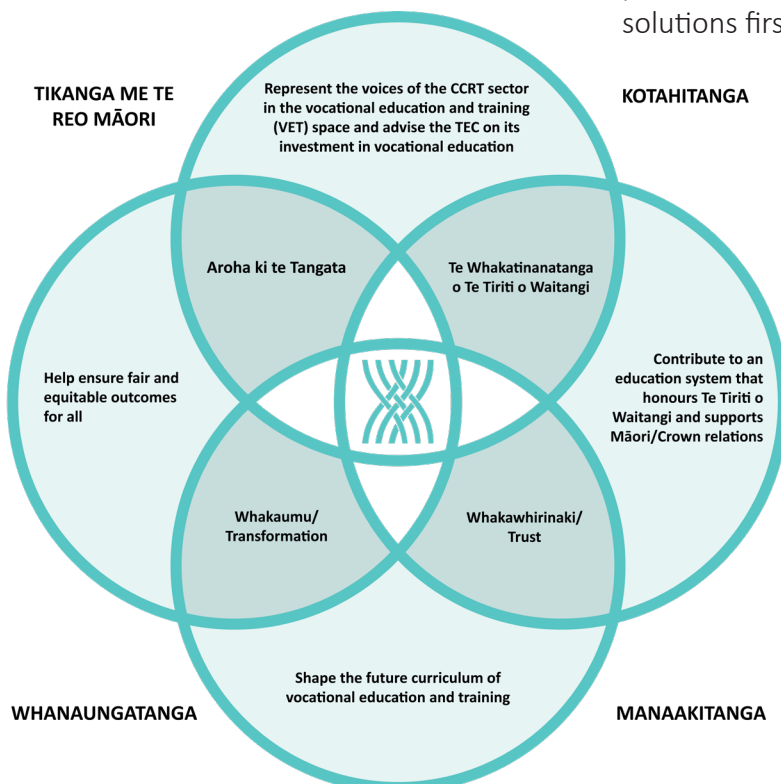


Figure 3: Toi Mai Priorities and Pou

Mahere Whakakaupapa

Intervention Logic Map

Until the SSD is created, the Toi Mai Board has agreed the functions, activities and outputs in the Intervention Logic Map (ILM) below (figure 4), will drive Toi Mai in 2022/23. The ILM has been informed by qualitative and quantitative insights, government policy documents, data and insights gathered in our industry engagements to date:

Intervention	Functions	Activities	Outputs	WDC Impact	ROVE OUTCOME
Toi Mai's purpose To ensure Aotearoa's creative, cultural, recreation and technology (CCRT) industries are supported by a thriving and skilled workforce, and other industries are supported to access the creative and technological skills they need for the future of work	Leadership Partner with industry and iwi/Māori to identify, meet and represent their VET aspirations and needs Ensure qualification development and advice is informed by high quality quantitative and qualitative evidence Protect creative and cultural taonga	Identify industry skills gaps, shortages and impact/outcome targets through environmental scans/maps/industry insights, research and gathering quantitative data Work with Māori industry and iwi organisations to identify future industry skills and workforce needs, improve the way learning outcomes contribute to Māori development and encourage more qualification delivery by Māori for Māori	Statutory requirements Statement of Strategic Direction Annual Report A collated, trusted and publicly accessible database Workforce Surveys Workforce Development/ Capability Plans	Industry has confidence that the vocational education and training system will give them access to a skilled, work-ready workforce. Māori/Iwi achieve their aspirations through effective partnerships with the VET system	A strong, unified, financially sustainable education system that is fit for the future of work and delivers the skills that ākonga, employers and communities need to thrive
	Qualifications Development Develop, set, and maintain skill standards, industry qualifications, training schemes (e.g., apprenticeships), training packages, and capstone assessments based on the needs of industry	Conduct equity scans of selected industries to identify barriers for underserved learners (Māori and Pacific people and women, people with disabilities, rural and remote, older people, those who have never engaged with the vocational training system) Design and develop qualifications, standards, national curricula and micro-credentials that match industry skill needs, support work-integrated learning and ensure fair and equitable outcomes are achieved for all learners	Education related products Qualifications Skill Standards National curricula Micro-credentials 5 year Qualification Review work plans	Industry qualifications, standards and training schemes are current, credible, relevant and lead to fair and equitable outcomes for underserved learners	



Figure 4: Toi Mai Investment Logic Map

Ngā Whakaarotau

Priorities for 2022/23

In line with the Intervention Logic Map and Toi Mai's statutory functions, Toi Mai's priorities for 2022/23 include the following:

1. Leadership

Building an industry map that defines Toi Mai's sectors, and leads to the development of a prioritisation matrix and needs criteria, to assist Toi Mai in determining which industries/occupations we focus on in our first three years of operation, the reasons why, and the impact targets Toi Mai needs to achieve. This includes developing a position on how Toi Mai can take more of a cross-cutting role across industry. This will be achieved through a combination of the following:

a. **Industry and iwi/Māori business engagement:**

Toi Mai has employed eight Relationship Managers under a General Manager Sector Engagement. At the time of writing, we are one step closer to appointing a Poururuku Rāngai Māori. Together they will prioritise developing an engagement model, and getting out and about among industry and iwi to understand VET needs, gaps and areas of workforce shortage. Insights are being gathered in the shared Ohu Ahumahi CRM (Aka Kōrero).

b. Analysis of the outcomes of the three **TEC COVID-19 Response-funded Projects:**

i. **Baseline Engagement and Data (BED) Project (due June 2022):**

Building an industry-need prioritisation matrix and assessment criteria, an engagement model, a picture of the effects of the pandemic (both positive and negative) on our sectors and a data gap analysis to determine what data we need to collect.

ii. **Embracing Digital Transformation (EDT) Project (due December 2022):**

Examining how practitioners in the performing arts and personal training sectors have been able to utilise digital tools to find opportunity and reimagine and recreate their industries during COVID-19; and how these workforces might be reframed in the long term with a digital offering/training at their core.

iii. Leaky CreaTech Pipeline project (due December 2022):

Examining the 'leaky pipeline' where potential workers to the ICT sector are lost due to barriers to education and training for women. This project will assess the extent of this leaky pipeline across several fields of CreaTech (the creative technology sector) and articulate where, and how, potential workers might experience barriers to education.

c. Gathering and analysing available data:

- Identifying data sources and gap analysis as part of the BED project (above)
- accessing data from [Ngā Kete](#)
- at least two high level sector workforce surveys (probably Screen and Tech)
- contributing to the development of the Shared Data Platform across the WDCs
- outsourcing data collection and analysis to reputable consultants.

d. Communications planning.

Building ways that our industries can learn about the work of Toi Mai and communicate with us through our website and social media channels.

e. Developing good working **cross-sectoral collaborative** relationships across the WDCs and with government departments, RSLGs and providers.

2. Workforce Development (WD) Planning

Toi Mai's industry coverage is too broad and diverse to be covered by one single workforce development plan. The initial plan scheduled for June/July 2022 will set out high level issues across our industries and our plan for developing a more in-depth understanding of our subsectors within them.

We also expect to model our processes for developing these plans by working with industry on one or two sector plans in 2022/23. Toi Mai has been awarded TEC COVID-19 Recovery Project funding to develop a Capability Development Plan for Aotearoa's Screen Production Sector.

This will respond directly to industry need and the government's intention to grow the scale of the [screen sector](#), this project will provide a long overdue re-alignment between screen sector industry needs and vocational education provision. Using similar methodology to the **Reenergise: Electricity Supply Industry Workforce Development Strategy**, the project will gather and analyse quantitative data and qualitative insights to form strategic recommendations on the changes required to attract, retain and grow the right screen sector production workforce and secure a sustainable and thriving screen sector.

3. Standard and Qualification Review Projects 2022-23

The Qualifications Development team currently comprises five staff under the GM Qualifications + Assurance, with two vacancies to be filled before the end of June 2022.

In 2022 we are in catch-up mode to complete a number of review projects inherited from previous standard-setting bodies, which were already overdue when they were handed to us.

The following table shows the qualifications and standard projects due for review in 2022-2023. These review projects will identify gaps in the current provision, along with new product developments.

Sector	2022	2023
Creative & Culture	<ul style="list-style-type: none"> Hairdressing US review Make-up (3 Quals and US with Toitū te Waiora) Entertainment and Event Ops L3 Qual and 3 US Performing Arts (16 Quals) – Dance, Drama, Performing Arts, Costume, Tech, Scenic Construction, Props, and explore circus Museums (17 US) Radio, Journalism and Communications Media (6 quals, 34 US, new developments) Screen Production (2 Quals and new development) DJ and Electronic Mus Prod & Audio Engineering (x4 Quals) 	<ul style="list-style-type: none"> Entertainment and Event Technology L3 US review Generic Design (9 US) <p><i>This space will be filled by new qualification, standard, micro-credential and national curricula developments</i></p>
Recreation	<ul style="list-style-type: none"> Exercise (6 Quals, 34 US), and new developments for community fitness Windsurfing (3 US) Sport, Recreation & Exercise (x4 Quals – providers) Te Ao Turoa (10 US) Parks & Reserves (7 US) Community Rec (3 Quals, 20 US) Outdoor First Aid 	<ul style="list-style-type: none"> Outdoor Recreation (7 Quals, 55 US) Ngā Taonga Tākaro (3 Quals, + US) Facility Operations & Management (2 Quals, 11 US) Sport Coaching and officiating (4 Quals and US) Casino Operations (94 US)
Technology	<ul style="list-style-type: none"> Computing US review RFI NZC Machine Learning L5 NZC Applied Software Dev L6 	<ul style="list-style-type: none"> NZC in IT Practitioner L6 Qual review NZD in Cybersecurity L6 NZD in Software Testing

4. New qualification development

Toi Mai’s qualifications team is focusing on developing new collaborative, transformative, inclusive processes and approaches for qualification system product development to ensure we respond effectively to industry needs and priorities. Our approach will involve and value the input from employers, industry organisations, providers, schools, ākonga, and their communities.

The team are committed to developing products that:

- are built upon both tangata whenua and tangata tiriti world views
- enable the practical application of Te Tiriti o Waitangi

- are developed in collaboration with our sectors, providers and communities
- empower Māori, Pacific and other under-served ākongā, and provide opportunities for all ākongā to succeed
- are accessible, relevant and meaningful to ākongā and industry
- contain measurable learning outcomes within a coherent framework
- are flexible, durable, portable and holistic
- are easy to understand and use
- encourage innovation and transformation in education design, delivery and assessment
- recognise the capabilities required by our diverse and dynamic workforce.

We aim to develop and successfully list Toi Mai's first micro-credentials and skill standards within three months of legislative change allowing micro-credentials.

5. Work has already commenced on

The development of a **Digital Apprenticeship Degree**, which we hope to complete in 2022/23. Industry has specifically requested that a work-integrated degree (apprenticeship) be developed, and MBIE has signalled support for "more work-integrated learning opportunities, such as Apprenticeships, Degree Apprenticeships and short courses / certifications / micro-credentials..." in the draft **Digital Industry Transformation Plan** (ITP) (<https://www.mbie.govt.nz/have-your-say/consultation-for-digital-technologies-industry-transformation-plan/>) (59).

Toi Mai is leading this work as part of the Industry Transformation Plan and TEC Qualification Development Funding has been sought for this. Industry consultation to date has indicated that what is needed is a series of qualifications at different levels (5, 6 and 7), which offer a learner the opportunity to exit at each level with a qualification that suits industry proficiency and learner need, but when combined and 'stacked' will form enough credits for a bachelor's degree.

In each level (5, 6 and 7), micro-credentials developed in consultation with industry would also be offered and credits earned would count towards the qualification at that level. At each level, including Level 7, we anticipate a significant amount of work-integrated learning (apprenticeships) would also take place. Given Toi Mai has oversight of Levels 5 and 6, it is important that we are able to co-design the offering at Level 7 with appropriate stakeholders, as all levels will form a holistic learning experience and qualification.

As a WDC and standard-setting body, NZQA has confirmed that Toi Mai is able to develop and list vocational qualifications up to and including Level 7 on the New Zealand Qualifications Framework. This currently includes certificates up to and including Level 6, and diplomas up to and including Level 7.

TEC Qualification Development Funding has been sought for **development and review of Journalism (incl Māori Journalism) qualifications** to revive modern dedicated qualifications for journalism. Preliminary engagement by Toi Mai with Whakaata Māori/Māori Television, TVNZ and NZ on Air Irirangi Te Motu has highlighted knowledge and practical skills gaps in journalism graduates, and significant under-representation of Māori in existing qualification provision. The recent Public Interest Journalism Fund (PIJF) (<https://mch.govt.nz/media-sector-support/journalism-fund>) proved that there is an urgent need to grow a pipeline of te reo speaking Māori, as well as Pacific, Asian, regional and disabled journalists to ensure public journalism reflects the diversity of our communities. Current talent is being poached between media organisations, and internal intern programmes are not viable with talent moving on quickly.

The lack of trained journalists and diverse voices in public broadcasting is seen as a contributing factor to the rise of misinformation and disinformation. With the PIJF due to finish in June 2023, industry is advocating for the development of new qualifications and in particular a new workplace-based apprenticeship model qualification.

The development of new qualifications will meet urgent workforce needs by:

- providing the journalism, public broadcasting industry and tertiary education organisations with the means to develop a range of on-the-job or provider-based learning solutions
- building a pipeline that can address the skill shortage of journalism graduates particularly those with te reo Māori and lived te ao Māori skills.

6. Quality Assurance

Toi Mai currently has five quality assurance staff reporting to the Manager Quality Assurance. The team is working on developing and maintaining a Five-Year Moderation Plan cycle by Q1 of each year that ensures 100% of standards, schools and providers are moderated within five years. Toi Mai expects to run moderation cluster meetings for at least two sectors by December 2022. Q3 and Q4 of 2022 will involve consultation and the development of an enhanced moderation plan and the targets for 2023 will be determined then. Toi Mai published our first moderation plan for 2022 in January and the predicted moderation for 2022/23 is as follows:

- 310 unit standards
- 500 schools and providers
- 1900 assessment samples

7. Advice to Learners

By June 2022, Toi Mai had recruited two Vocational Pathways Advisors who will start working with the MoE and TEC on developing clearly communicated vocational pathways for our ākongā to navigate. Their first task will be auditing current pathway advice and gaps and finding a way to navigate the mismatches between the NZSCED codes (used by TEC to collect data on enrolments in qualifications and occupations where graduates go on to post-study employment) and the reality of many Toi Mai learners' careers which involve self-employment and portfolio careers which are not well captured by existing data. Longer term, Toi Mai will also use the Integrated Data Infrastructure (IDI) and work with other WDCs, TEC, MSD and IRD to develop an understanding of how people move between industries post- study.

8. Equity | By June 2022, Toi Mai had recruited an Equity Advisor who will start to develop a plan for conducting equity scans/ audits of selected industries to identify barriers to learning, progress and success experienced by under-served learners: Māori and Pacific people, women, people with disabilities, rural and remote learners, older people and those who have never engaged with the vocational training system. To ensure workplaces are receptive to transformation, they will also start working with industry to facilitate sharing of best equity practices.

9. Research/ Policy | By June 2022, Toi Mai had recruited one policy analyst, two data analysts and two research analysts who all report to the General Manager, Strategy + Insights. The team will develop a research/policy workplan for 2022/23 that:

- Identifies an agenda for deep dive research into selected areas of Toi Mai's section 7 Order in Council requirements; and
- Partners with MCH and MBIE to identify government policy areas that Toi Mai can contribute to, or take the lead on.

10. Cross WDC Coordination | Chief Executives, Poumatua/Manukura and Ohu Ahumahi kaimahi are already working together well on areas of common interest. Although start-up matters have consumed a lot of attention in 2021/22, work will take place in 2022/23 on developing common policies and approaches, and processes for qualification review and development. This is essential if providers are to have confidence in the system.

11. TEC Advice | Toi Mai will provide the following advice and reporting to TEC in 2022/23:

- a mid-year progress report;
- a final progress report for the year;
- Toi Mai's advice to TEC on its overall investment in VET;
- Toi Mai's advice to TEC on the mix of VET; and
- a revised Operational Plan for 2023/24.

12. Honouring Te Tiriti o Waitangi

Toi Mai will spend much of 2022/23 working out what it means to perform our functions in a manner that contributes to an education system that honours Te Tiriti o Waitangi, supports Māori-Crown relations and ensures fair and equitable outcomes for all — as citizens of Aotearoa, Tiriti partners — and as required under legislation (Section 7 Toi Mai Order in Council). As one of the most potentially transformational aspects of RoVE, this is both an opportunity and a responsibility, but we know that 182 years of unstructured engagement and frequent neglect of Māori needs in the VET space cannot be transformed overnight.

Te Whakatinanatanga o Te Tiriti o Waitangi

If we are to honour Te Tiriti o Waitangi in all that we do, then we must look to how we can finally start to realise the true potential of what this vitally important document for Aotearoa has always promised by not repeating the mistakes of the past, and by looking to make bolder, better-informed choices for the future.

Toi Mai wants to be cautious in its approach as we work towards employing the right people who will enable a critical self-reflective approach to everything that Toi Mai and the other Ohu Ahumahi do.

It is important, therefore, to balance the need for the rapid stand-up of all Ohu Ahumahi to reach their proposed staff numbers (that on paper equate to an organisation that should be able to deliver desired outcomes), while ensuring that we do not, in our haste, revert to practices that pre-exist our establishment that have, and will continue to perpetuate a dominant idea of what knowledge is valued, how that knowledge is taught and who has access to that knowledge.

The opportunity presented by building seven new organisations (six WDCs and Hāpaitia Limited) from the ground up means that all Ohu Ahumahi have employed higher numbers of Māori staff than is the case in most historic government-enabled organisations. Supported by a high number of Māori Council co-chairs, Māori CEOs and the Poumatua/Manukura roles, and a joint commitment across Ohu Ahumahi to ensure we develop a coordinated approach to Māori engagement, manifestation of partnership is occurring rapidly and organically and is exciting to be part of.

Honouring Te Tiriti o Waitangi in its staffing, Toi Mai has Māori and Pākehā co-chairs with three of the nine Board members being Māori. By the end of June 2022 Toi Mai's (seven member)

Executive Leadership Team will be 57/43% Māori/Pākehā, and over 35% of our staff will whakapapa Māori.

Te reo Māori and tikanga are normalised as much as possible within the workplace. That tikanga includes regular karakia and whakawhanaungatanga at hui. Toi Mai staff are regular attendees at daily Ohu Ahumahi karakia and weekly waiata sessions. We recently employed a mātauranga and te reo Māori specialist to help us further normalise te reo, tikanga and mātauranga Māori across Toi Mai. In making this specialist appointment, Toi Mai is trying to mitigate the 'cultural tax' imposed on te reo speaking staff who are already fully employed in their roles.

Toi Mai is committed to empowering Māori in accordance with the engagement framework established by Te Arawhiti, the Office for Māori Crown Relations, whereby Māori decide on matters where Māori interests are significantly affected, and the Crown assists in implementing the decisions made by Māori.

Other Tiriti o Waitangi-honouring initiatives that Toi Mai has commenced and will be expanding in the upcoming year include:

- Developing a taxonomy of ‘job titles’ in the field of ngā toi Māori, and measuring the size and potential of this workforce. As signaled earlier, ANZSIC and ANZSCO codes do not cover industries and occupations specifically centering on Māori creative and cultural practices (tā moko, raranga, toi whakairo and kapa haka, to name but a few). There is a corresponding absence of data about the size, scope, skills gaps and qualifications shortages in a workforce that is critical to understanding and reflecting Aotearoa in the 21st century. This needs to be prioritised, as the Crown has an obligation to ensure Māori can enact their kaitiaki obligations and tino rangatiratanga rights when it comes to the protection and transmission of Māori taonga, culture and identity.
- Starting to identify Toi Mai industries with low employment of skilled Māori staff, and developing plans, pathways and targets that will see greater participation and success of Māori learners and apprentices.
- Increasing kaimahi capability and knowledge of mātauranga Māori and encouraging the development of kaupapa-Māori-driven qualification system products (developed by us or in partnership). This includes undertaking qualitative research in best practice for developing micro-credentials, particularly for courses that are comprised of Māori, Pacific and neuro-diverse learners, and who also may come from positions of social and economic disadvantage(s).
- Encouraging dual contracting models, whereby tangata whenua and tangata tiriti consultancies work in partnership on contracted projects (currently being piloted on the BED project).
- Utilising a wānanga recruitment process, rather than formal interviews, in which four to five candidates for roles meet with some of our senior staff and engage in a wānanga/talanoa style conversation, as we look for team fit. Unlike traditional recruitment processes, its aim is to ensure unsuccessful candidates come out the process with their mana acknowledged and intact.
- Actively participating in Te Kāhui Ahumahi, the Ohu Ahumahi group made up of Māori board members from across the WDCs. This group supports the WDCs to honour, give effect to, and embed Te Tiriti o Waitangi and support Māori-Crown relationships. Communications will build the profile of Te Kāhui Ahumahi and raise awareness of the WDCs and their progress within the context of all of these commitments among key stakeholders.
- Working with the TEC to embed the Tertiary Education Strategy, Ka Hikitia and Te Taumata Aronui kaupapa in our ways of working across all Ohu Ahumahi.

Te Taumata Mana Whakahaere

Toi Mai's Governance and Operating Context

Te Tira Kaiurungi Council Structure

The Toi Mai Council (board) comprises nine members, all of who bring a wide range of industry and governance experience. The Council has Māori and Pākehā co-chairs, and three committees: people and culture, finance and risk, and special projects.

In 2022, the Council has been meeting monthly, and expects to continue to do so through 2022/23. At the end of 2022, three members' terms expire (all are eligible for reappointment). The Order in Council sets out the process for appointment of board members.

The Council monitors CEO (and its own) performance, keeps an eye on risk, finances and Toi Mai culture, approves significant documents and strategic matters. It is also taking steps to inform itself of issues of concern to the sector and grow its own knowledge in Te Tiriti o Waitangi and mātauranga Māori matters.

He kohinga pūkenga, he pūkenga waihanga Recruitment and Building Culture

Getting staff on board quickly has been a priority for Toi Mai in 2022. At the time of writing, we have 44 kaimahi, which is close to reaching our full establishment of 46.

Building a strong workplace culture is a priority for Toi Mai. This includes regular team building sessions as new staff are onboarded, staff shared lunches and team social gatherings. To support our long-term commitment to aroha ki te tangata, we have built manaakitanga into the position description of the General Manager, Pathways + Equity.

In 2022/23 Toi Mai will be reviewing the standard employment contracts passed onto it by the establishment unit, re-imagining the performance development process and considering employee benefits that role model best-practice in ways of working in a hauora and Tiriti-centric workplace.

**Hanganga
Whakahaere
Organisation
Structure**

Toi Mai's organisational structure has been amended since the 2021 Establishment Plan, to reflect industry needs and the realities of Toi Mai's operations in its start-up phase (see figure 5, page 31). Changes include:

- Replacement of the General Manager (GM) Improvement and Operations role with the new role of GM Pathways + Equity. This new role leads the development of the Toi Mai brand, communication and marketing strategies, provides advisory services for employers wanting to invest in training, up-skilling and developing their staff, and advice to learners on career pathways into and within specified industries. The role has responsibility for identifying and reducing barriers to education for all learners, including underserved communities and those with learning support needs to achieve equity. The role also has responsibility for supporting the use of tikanga as a guide to ethical organisational behavior, and building a culture of Te Tiriti o Waitangi partnership capability across the Toi Mai organisation structure
- Creation of the new role of GM Strategy, Insights + Impact. This is a role most WDCs had in their establishment organisation chart, but not Toi Mai. Given the importance of data collection and insights to Toi Mai's kaupapa, we considered it critical to have a general manager supporting this work. The GM is responsible for gathering data and modelling Toi Mai sector workforce needs and shortages, including which careers and skills will be in greatest demand in the future, developing a pipeline model to ensure a sustainable feed of talent to any sector in alignment with industry needs. The GM is responsible for ensuring sector workforce plans and TEC investment advice take into account the work of the Climate Commission and the Future of Work.
- Renamed GM Relationships to GM Sector Engagement, and GM Māori Engagement to Poururuku Rāngai Māori

- Retitled roles in the Qualifications and Assurance team to reflect the reality of the work
- Amended management reporting lines
- New and retitled roles in communications/marketing, including a graphic designer, a communications/marketing lead, communications advisor and marketing/communications advisor Māori
- A rescoped Mātauranga and Te Reo Māori specialist role to provide a te ao Māori lens on all work programmes, contribute to designing and developing quality assurance projects, communications, support the mātauranga and te reo Māori development of Toi Mai staff and ensuring that a te ao Māori perspective is core to all that Toi Mai does.
- A new Pacific Transformation Lead role to work at a strategic level to prioritise the success of Pacific communities on behalf of Toi Mai. The position is responsible for developing strategic relationships with industry sectors with a focus on partnering to ensure fit-for-purpose training solutions are developed based on an understanding of current and future sector requirements. They will work with the Hāpaitia Senior Pacific Lead who is working across all WDCs.
- Toi Mai (indeed the whole of Ohu Ahumahi) is also keen to ‘walk the talk’ and create graduate/intern development roles within our organisation so that we are developing new skills and talent. This is not something factored into our current FTE. However, we will be

bringing in a graduate policy analyst on a fixed term contract in June 2022 to test the concept.

While this slightly revised Organisation Chart denotes start-up management reporting lines and FTE, it does not yet express the way that Toi Mai’s work will be conducted once all its staff are on board, our capabilities understood, and our priorities and targets clarified. This will be a work-in-progress over 2022/2023.

The Toi Mai board, CEO and Poumatua are alert to the reality that 30+ years of the former VET system’s problems cannot be changed overnight, and the speed of setting up the WDCs, along with heavy compliance requirements imposed on WDCs to show visible progress could override genuine transformation. We will therefore take time to ensure that Toi Mai’s organisational structures and processes reflect a considered understanding of Toi Mai’s potential impact from the same systems perspective that underpinned RoVE.

Te Taiao o Toi Mai

Toi Mai Organisation Chart (June 2022)

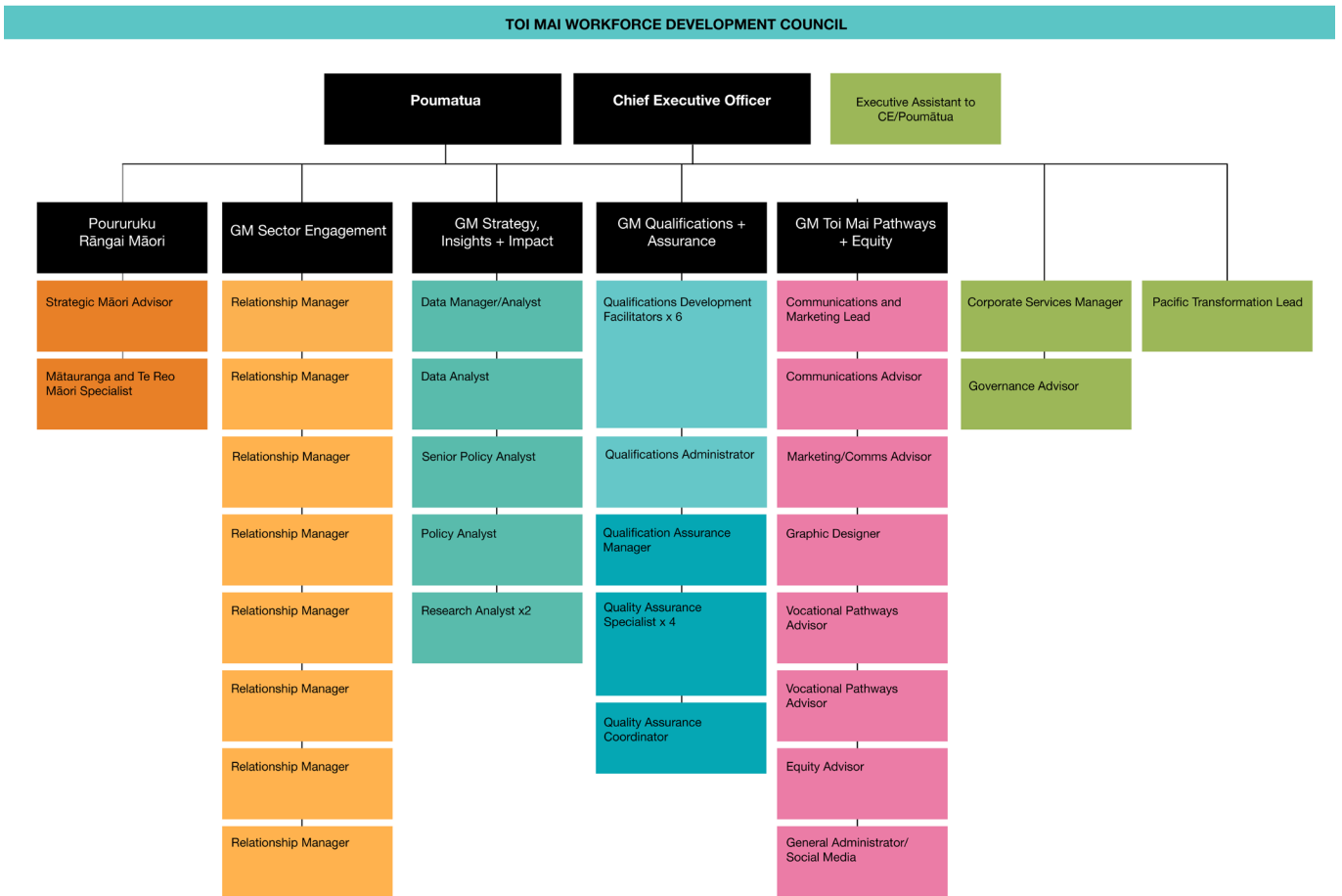


Figure 5: Toi Mai Organisation Chart as of 30 June 2022

Tuia te here tangata

Engagement and Key Relationships

One of the unique features of Toi Mai's coverage is that outside the sport, exercise and recreation sector, there are few industry associations/peak body representatives with whom we can engage. This means that much of Toi Mai's engagement is at a government agency, individual employer and independent earner level. This renders the engagement process complex and more time-consuming than for the other WDCs that have more established industry bodies to engage with.

As Toi Mai's staffing capacity has grown, staff have met with over 400 industry and agency representatives (as at June 2022), including Māori businesses and Māori-led organisations. Each week the CEO and Poumatua meet with between three and five CEOs of Toi Mai sector organisations, and this will continue into 2022/23. Industry reception to Toi Mai's establishment has been extremely positive. With each engagement, the list of businesses and industries that bring their needs to us grows, and this increases pressure on Toi Mai to deliver what we have been set up to do.

Pending the outcome of the BED project, the sectors prioritised for early engagement have been those already marked for attention by the government: technology, screen and journalism. These are also sectors without (recent) prior ITO and apprenticeship coverage.

A summary of the ways we have divided up responsibility for early industry engagement is outlined in the following table. This model is broadly based on general protocols by which relationships are formed on a marae, with the Chief Executive and Poumatua going through the tomokanga (the front door) to forge high level relationships with our industries, businesses and iwi at chief executive level, followed by the general managers creating sustainable working relationships/whakawhanaungatanga at a senior level in the whare and their staff working in the wharekai to co-create new qualifications, projects and data insights.

Layers of Engagement	WDC	Providers	External Industry (examples, not limited to)
Chief Executive and Poumatua	Other WDC Chief Executives Hāpaitia Board, senior Hāpaitia officials, other WDC board members Te Kāhui Ohu Mahi, the group made up of Poumatua/Manukura and other Māori members from across the WDCs/Hāpaitia Board members	Te Pūkenga CEO and GM team CreaTer (network of creative tertiary providers) Universities NZ Skills Active	<ul style="list-style-type: none"> WeCreate MoE, TEC CEOs of government agencies: MCH, TPK, NZ on Air, Film Commission, SportNZ, Te Papa, Creative NZ, BSA, National Library, NZStory CEOs of major industry employers: TVNZ, RNZ, Whakaata Māori, Exercise NZ, Recreation NZ, NZTech, ITP, Datacom Designers Institute, Weta Workshop RSLGs, Creative Northland Iwi Chairs NZQA working group to develop skill standards and ‘national curricula’ Tokona ki Te Raki (Ngāi Tahu Futures Lab)
General Managers	Other General Managers across Ohu Ahumahi Shared data portal	Te Pūkenga and PTE general managers	<ul style="list-style-type: none"> MBIE, MCH, MoE, TEC, IRD, NZQA, Statistics, Treasury RSLGs Infometrics, other research consultants Future of Work Forum, the Climate Commission and cross government Strategic Futures Group
All other staff	Oha Ahumahi communities of practice Ako Korero Governance	Te Pūkenga and PTE regional providers	As above

Tahua Pūtea

Finance

Ngā mahi tautoko o Hāpaitia Hāpaitia Shared Services

Hāpaitia Ltd was created as a jointly owned vehicle for the provision of shared services functions across the six WDCs. Hāpaitia is a limited liability company with a board of directors that includes a representative from each WDC (including Toi Mai's CEO), who are all equal shareholders. Led by a general manager, Hāpaitia's purpose is to provide information and communications technology services, finance, people and culture and office management services for the WDCs and act as a vehicle to assist with collaborative activities. Hāpaitia charges the WDCs on an equal basis for these services on a monthly basis. Hāpaitia has an establishment plan of its own which it is working to and reporting against to its board.

Hei Araneke The Finance Function

The finance function broadly offers the following services to the WDCs as defined in the Service Level Agreement:

- strategic financial policy and advice
- annual reporting and external audit
- budgeting, forecasting and financial modelling
- procurement and contract management
- monthly management & project financial reporting
- internal audit and risk management
- external financial reporting (TEC)
- expense and credit card management
- financial accounting services (banking, accounts payable & receivable, asset management, payroll, tax and compliance)

During the first half of the 2022/2023 financial year, two additional roles will be recruited: a procurement specialist responsible for procurement and contract management, and an internal auditor to be responsible for the internal audit and risk management function. A review of finance personnel resources against workload and financial information and systems demands will be conducted towards the end of the 2021/2022 financial year to ensure planned resourcing is adequate to meet the needs of the Councils.

**He ritenga, he
taunga
Financial Policies
and Procedures**

Hāpaitia Ltd is currently undertaking a project to develop a comprehensive set of finance and assurance policies. As the first stage of this, a suite of interim policies are being developed, or, are already in place. Toi Mai has adopted many of these policies already.

A number of finance policies are under development, with the bulk due to be submitted for approval by each of the Councils towards the end of May 2022 and operationalised for the full 2022/2023 financial year. Councils have approved a key control policy with their delegation policy and procedures approved in November/December 2021. The remainder of the finance policies include:

- prudent reserves policy
- accounting & budget policies
- treasury policy
- asset policy
- procurement policy
- conflict of interest policy
- fraud and corruption policy
- sensitive expenditure policies (travel & expenses, catering & entertainment, credit cards, gifts policy, koha policy, employee reimbursements & allowances policy)

In conjunction with the development of the finance policies, the Hāpaitia team will complete a comprehensive suite of systems' documentation including flow charts and process documents for key finance systems and a RASCI review of finance duties to ensure adequate segregation of duties and sufficient internal controls are in place for the beginning of the 2022/2023 financial year.

Toi Mai's CEO has a comprehensive delegation from the Board which allows her to manage the organisation at a day-to-day level and has clear financial and other limits to her delegation, outside of which she must seek the approval of either specified board members, or the Board.

**Te punaha
whakahaere pūtea**
Key Financial Controls
and Systems

Key financial controls that are in place include:

- bank accounts are reconciled on a daily basis
- approval Max Purchase Order approval system to ensure purchase orders are raised and approved by managers with correct delegations
- expense management system implemented to ensure that reimbursement and credit card expenses are correctly recorded and approved
- monthly balance sheet reconciliations and financial workpaper reviews
- monthly financial reporting to executive leadership and governance, including variance analysis and forecast reviews
- payroll reviews and authorisation by CE.
- review of Internal Controls (Segregation of Duties) via RASCI analysis with onboarding of additional finance team members
- establishment of external audit programme including the use of Internal Audits.

The Office of the Auditor General has appointed BDO Wellington as Auditors for the Workforce Development Councils. Interim audits began in March and will form part of the full audit of 2021/2022 financial statements. The inaugural audit reports are scheduled to be finished by the Auditors by 31 October 2022.

The establishment of an Internal Audit Function is planned for October 2022, which will help to ensure policy compliance and risk reporting is appropriate for the WDCs.



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