

Iti rearea kahikatea ka taea

Toi Mai Operational Plan

2023-24

Contents

Ngā kupu whakataki

Foreword from Toi Mai Co-Chairs ————— **04**

Tirohanga whānui

Overview of Toi Mai industries ————— **05**

Ko te mātai ka muri

Strategic context ————— **06**

Ngā whāinga o Toi Mai

Purpose and priorities of Toi Mai ————— **10**

Te taumata mana whakahaere

Governance and operating
context of Toi Mai ————— **13**

Governance 18

Key operational and reporting milestones in 2023-24

————— **21**

Ngā aronui mahi

Performance measures ————— **22**

Management measures 22

Function measures 22

VET system outcome measures 23

Ngā tikanga whakahaere ā-ture

Delivery of legislative functions ————— **24**

Leadership 24

Advice to TEC 28

New curricula and quality assurance 29

Tahua pūtea

Financial management and risk ————— **31**

Budget for the year ending 30 June 2024 33

Appendix A: Organisational chart 36

Appendix B: Ngā Peka o Toi Workforce Development Plans 37

Appendix C: Planned research, data and insights 49

Appendix D: Toi Mai 5 Year Qualifications Workplan 2022-2027 51

NGĀ KUPU WHAKATAKI FOREWORD FROM TOI MAI 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 the Toi Mai Operational Plan **Iti rearea kahikatea ka taea** for the period 1 July 2023 to 30 June 2024.

2022–23 was very much about ensuring Toi Mai had the right capacity and capability to deliver on our core functions and represent the interests of our industries across everything we do.

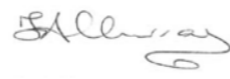
As we head into our third financial year of operation, our focus remains on discovery. There is much we don't know about our industries and their needs. Over the next two years Toi Mai will be focused on accessing the right data and insights through our research, engagements and workforce development planning to ensure we are able to fulfil our legislative functions over the long term. We will also be delivering qualification products, reviewing qualifications, providing quality assurance and giving advice to TEC.

The major challenge we face is the mismatch between what industry is telling us it needs and the resources we have to deliver to that demand. We are the least-resourced workforce development council (with budget being assigned on the basis of historical accident) and cover a wide diversity of industries that are new to, or have been poorly served by, the formal vocational education system. We are conscious that we will not be able to meet all the emerging needs of our sectors immediately.

This plan builds on our 2022–23 plan and outlines the TEC-funded work Toi Mai proposes to deliver between 1 July 2023 and 30 June 2024.

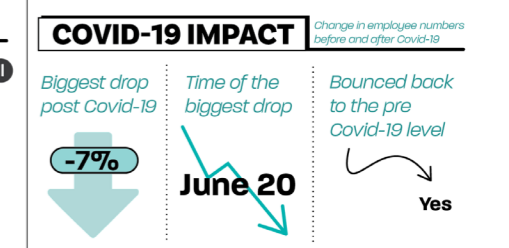
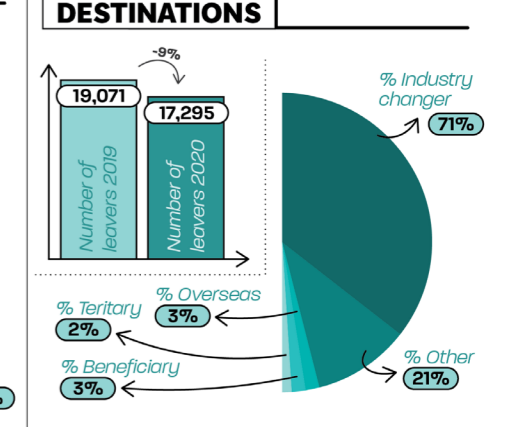
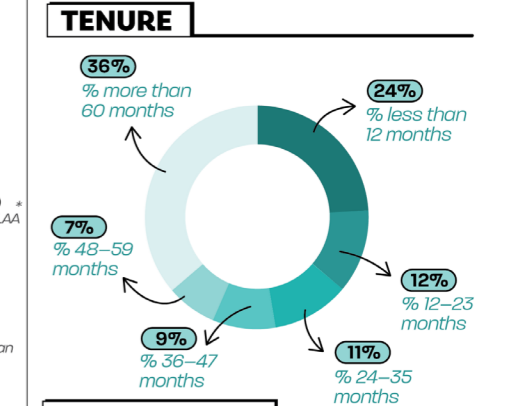
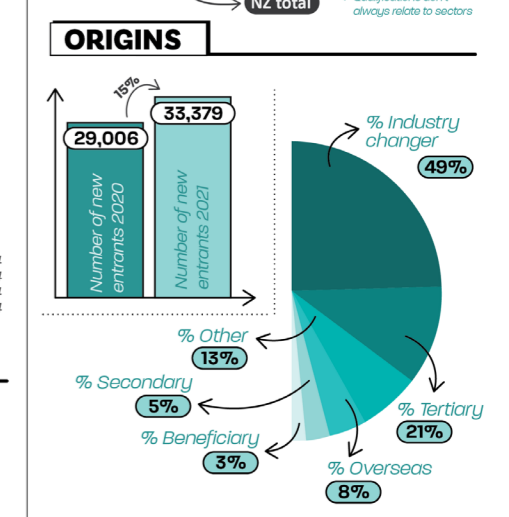
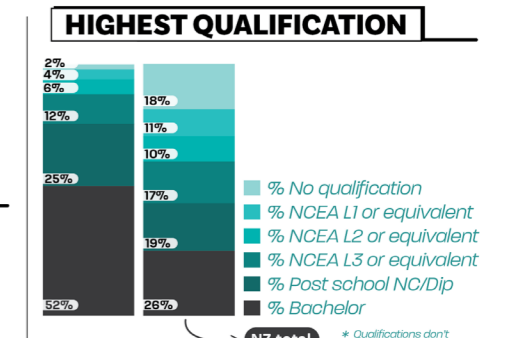
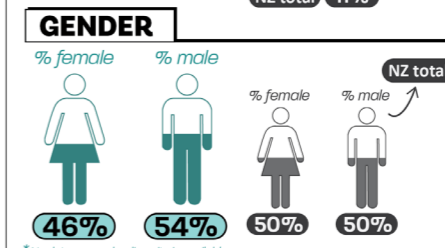
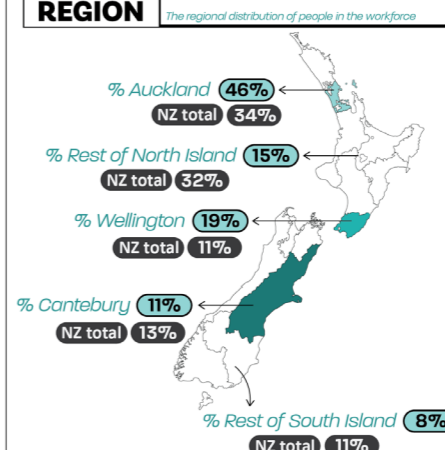
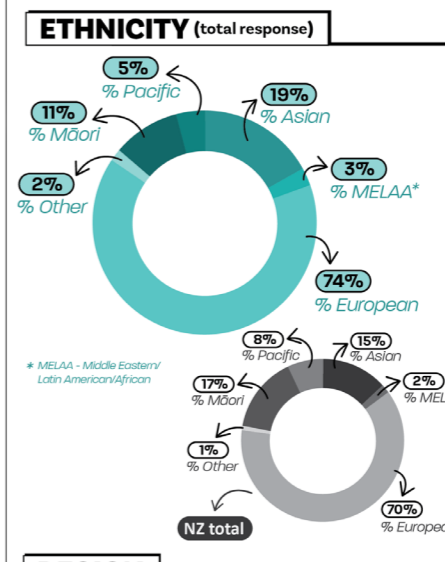
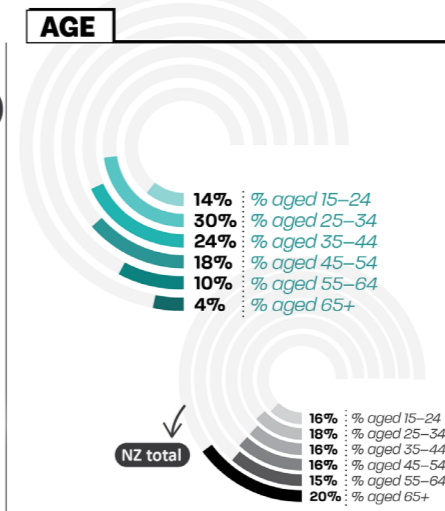
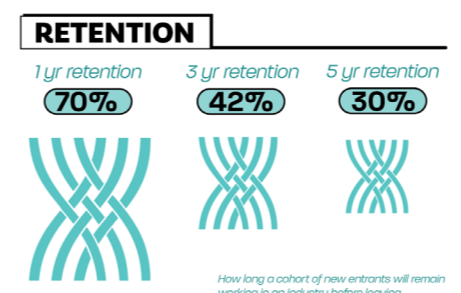
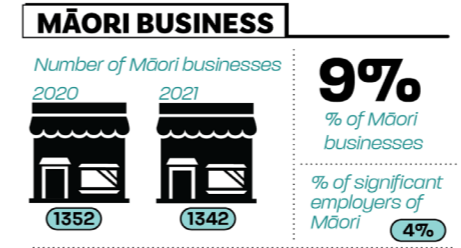
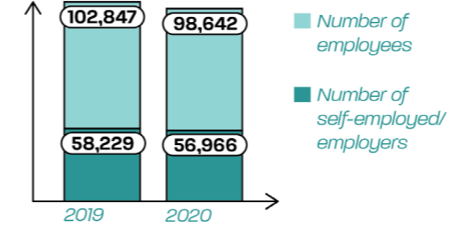
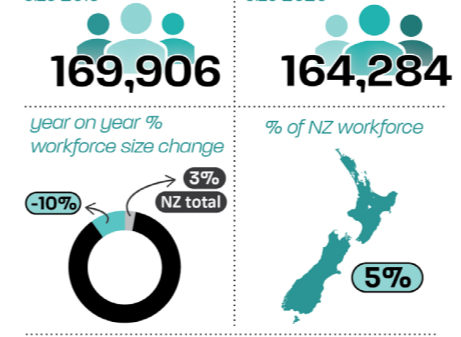
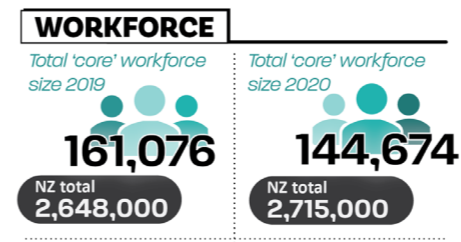


Victoria Spackman
Co-Chair



Annie Murray
Co-Chair

TIROHANGA WHĀNUI OVERVIEW OF TOI MAI INDUSTRIES



KO TE MĀTAI KA MURI STRATEGIC CONTEXT

Te Wao Nui o Toi

During the process of developing our first sector-specific workforce development plan for the Toi Pāho (Broadcast and Screen) below-the-line workforce in 2022–23, we adopted the metaphor **Te Wao Nui o Toi** to conceptualise our industries and workforces and the role of Toi Mai in supporting them to thrive.

Drawing inspiration from Te Wao Nui a Tāne (The Great Forest of Tāne Mahuta), Te Wao Nui o Toi envisions a great, diverse, healthy and thriving ngahere (forest) ecosystem, in which there are many different rākau (trees), native and introduced, in all shapes and sizes. Despite their differences, all rākau require rich, nutritious soil, just the right amount of rainfall, and the perfect combination of shade and sunlight. Balancing these elements is essential to enabling our rākau to grow.

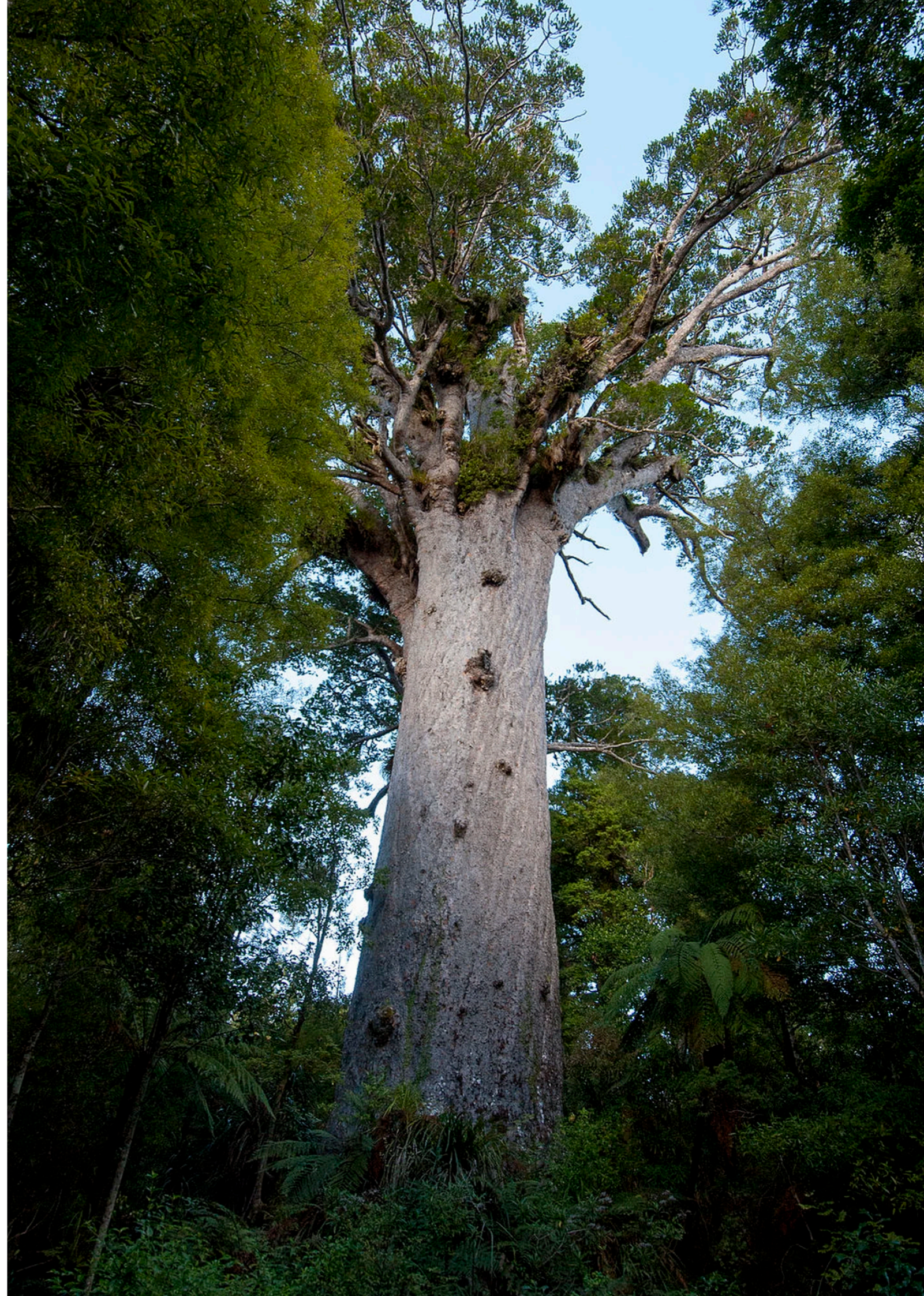
Rākau represent the many facets of the Toi Mai sectors, and their fruits and flowers are the wonderful pieces of content, products and service they each produce. Understanding what it takes to grow a kākano, or seed, into a healthy, fruit-bearing rākau in Te Wao Nui o Toi is critical because our forest needs healthy rākau, producing lots of fruit, to make our forest sustainable and attractive.

Te Wao Nui o Toi is bursting with beautiful manu. Each bird has its own characteristics. Some are bright and some blend into their environment; some are creative, some are determined, some are quiet and some are bold. The manu of Te Wao Nui o Toi represent the people who make up the Toi Mai sectors. These manu fly around Te Wao Nui o Toi, eating from its many rākau, consuming knowledge and pollinating the forest.

And finally, there are the ngārara, the small and seemingly insignificant insects that live within Te Wao Nui o Toi. They are hard to see sometimes and are often overlooked, but these insects are a critical part of the ecosystem because they cycle nutrients, aid soil formation and provide food for lots of creatures of Te Wao Nui o Toi, such as our manu.

These ngārara represent the intangible things that fuel the ngahere and keep Te Wao Nui o Toi alive and thriving. The ngārara represents passion, inspiration, dedication and creativity. Our soil is abundant with ngārara providing rich nutrients to feed our rākau and manu. Without these, Te Wao Nui o Toi could not sustain itself.

The title of our second full Operational Plan is **Iti rearea kahikatea ka taea** which translates to “even the small rearea bird can ascend to the great heights of the kahikatea tree.” Toi Mai may be the smallest WDC, but with sustained effort, we will fly from branch to branch until we reach the karamatamata o te rākau in Te Wao Nui o Toi.



Ngā Peka o Toi

The Baseline Data and Engagement project funded by TEC's COVID-19 Response Project Fund in December 2021 enabled us to develop a six-sector segmentation of our industries based on shared purpose and function rather than the ANZSIC and ANZSCO codes. Each sector segmentation is a peka (tree branch) and part of the greater ngahere of Te Wao Nui o Toi.

The six Peka are:

- **Toi Pāho** (Broadcast and Screen)
- **Toi Puaki** (Expressive Arts)
- **Toi Whānui** (Enabling Technologies)
- **Toi Māori** (Practitioners specialising in the creation of taonga works and the oral arts)
- **Toi ā-Ringa** (Art and Design)
- **Toi Ora** (Sport, Recreation and Cultural Organisations).

Our workplan for the next two years will be driven by the development of workforce development plans for each peka.

From 2023–24 Toi Mai will refer to itself as Te Ohu Ahumahi (WDC) for Ngā Peka o Toi (increasingly replacing the old terms creative, cultural, recreation and technology).

08

TOI PĀHO



Content, products and services 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 the sectors of Toi Mai this is the largest employer of Māori and coped best throughout the pandemic.

TOI PUAKI



Expressive art forms and technologies in music, stage, theatre, events, dance and creative writing. Toi Puaki, 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



Innovative and emerging technology platforms, products and services for industry and end-users, including 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. It is the largest of our workforces and has grown rapidly (largely through migration), but has low employment of Māori, Pacific people and women.

TOI MĀORI



Practitioners specialising in the creation and composition of taonga works and the oral arts. For example, 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.

09

TOI Ā-RINGA



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 Toi ā-Ringa occupations.

TOI ORA



Activities and places that foster the social, physical and mental wellbeing of the people of Aotearoa. 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 our sectors this has the greatest regional presence.

NGĀ WHĀINGA O TOI MAI

PURPOSE AND PRIORITIES OF TOI MAI

To mātou whāinga Our mission

To ensure Te Wao Nui o Toi is 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 aronga o Toi Mai Our Purpose

To be the voice of Ngā Peka o Toi in the Reform of Vocational Education.

Ngā whakaarotau matua Priorities for 2023–24

The most important things for Toi Mai to achieve in 2023–24 are:

- moving the organisation from start-up to a mature state
- ensuring the long term financial sustainability of Toi Mai
- making significant progress on our peka workforce development (WDPs) and implementation plans
- plugging missing qualitative and quantitative information and data gaps about our sectors
- understanding our powers to convene communities
- recommending changes to industry policy and infrastructure settings
- revising, expiring and developing new standards and qualifications to meet industry needs
- ensuring our advice to TEC is based on increasingly robust evidence and insights
- transforming our approach to quality assurance
- championing two world views and engaging with Māori on Māori terms
- improving communications to industry and providers
- supporting Toi Mai pathway transitions from secondary school into VET and employment.

These are outlined in more detail in the Function and Organisational Context sections below.

Over the past 18 months, the extensive engagements Toi Mai has had with Ngā Peka o Toi have highlighted many workforce development gaps that are not simply related to the misalignment of qualifications with industry need. Other priorities to be addressed include the following:

He wai mārama: making Ngā Peka o Toi roles visible, coherent and accessible

- Career pathways into, and knowledge about, many Toi Mai industry roles are currently invisible and there are many biases experienced at school level that rule rangatahi out of Toi Mai careers before they even leave school.
- A large proportion of the Toi Mai workforces are mid-career changers for whom current vocational education assumptions and provision do not suit (even after the reforms).

Hei wao taunga manu rere: supporting people to enter and grow in their workplaces

- Many Peka o Toi businesses do not yet provide culturally safe and inclusive workplace environments for workers. This is underpinned by a lack of awareness of what businesses, industries and management need to do to support workforce diversity and equity.

Hei rākau whai hua: delivering forms of training and funding that meet the needs of Ngā Peka o Toi

- Formal government education funding, qualification and provider settings are still not fit for purpose or nimble enough to address industry need.
- A large proportion of the workers Toi Mai covers are self-employed contractors/independent earners and SMEs that are too small to provide work-based learning.
- Current Unified Funding System (UFS) settings do not incentivise Te Pūkenga to deliver to the small enrolment numbers of many of the niche-but-important qualifications needed by Toi Mai industries.

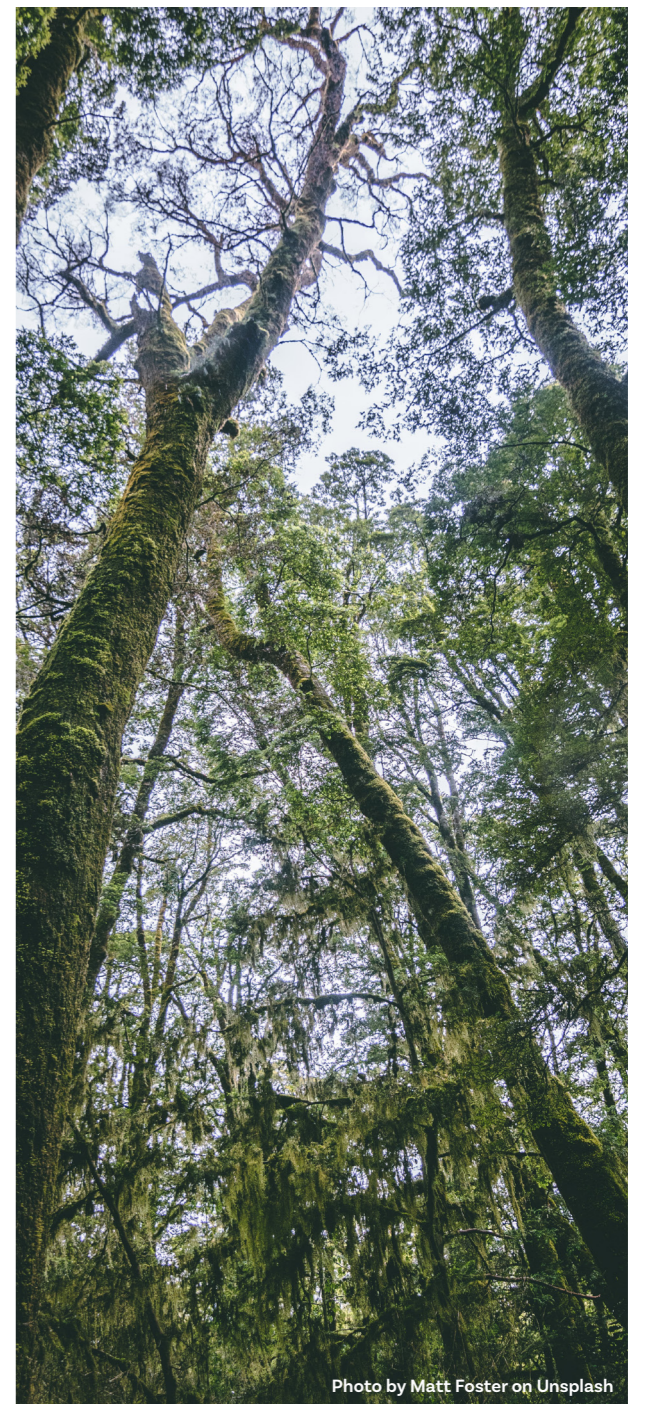


Photo by Matt Foster on Unsplash

Hei aka here tahi, ka pū oranga rau: working collectively to build and maintain a healthier Wao Nui o Toi

- It appears failed policy, industrial infrastructure and productivity settings may be contributing to insecure and unsustainable careers in the creative industries.
- Industrial classification metrics that disregard Ngā Toi Māori occupations and industries may be in potential breach of the government’s Tiriti o Waitangi Article 2 responsibilities.
- Beyond the reporting and advising relationship of Toi Mai to the TEC, there is a need for a more cohesive partnership across education, government and industry to build a healthy and collaborative industry/training/workforce ecosystem for the creative and cultural industries in particular.

Ngā wero ā-mua
Potential challenges or issues we foresee in achieving our priorities for 2023–24

While WDCs covering sectors with a longer VET history are in more of a position to deliver their mandated functions and duties in 2023–24, Toi Mai will still be in discovery phase, focused on learning what our industries need, assessing how much work goes into authentic engagement and accessing available data sources. We expect to be in a more mature state with better information and baselines to be able to deliver more fully on all our functions in 2024–25 and beyond.

Toi Mai is the least resourced WDC despite having more unit standards, qualifications, programmes, providers and Te Pūkenga subsidiaries than WDCs that receive more funding than Toi Mai. A recent exercise mapping all appropriate ANZSCO occupations into each Peka shows there 572 discrete occupations listed throughout our industries. This does not include any new occupations which are being created all the time in the creative and technology industries, or any Toi Māori jobs.

This is also before all our underserved sectors have new qualifications designed for them (where needed). We will continue to raise this inequity with TEC as an issue of concern over 2023–24, as our low level of resourcing remains a significant challenge to achieving our priorities beyond our minimum legislative requirements.

TE TAUMATA MANA WHAKAHAERE
GOVERNANCE AND OPERATING
CONTEXT OF TOI MAI

Te taiao o Toi Mai
Organisational structure

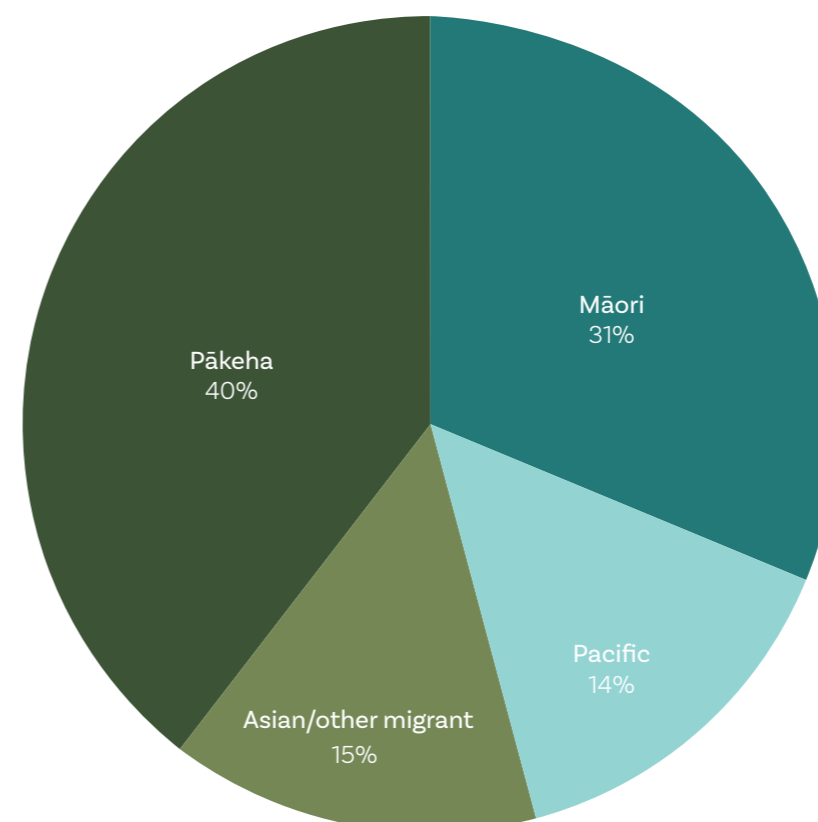
The Toi Mai organisational structure is attached at Appendix A. This year we are overlaying a matrix management structure on top of the standard hierarchical structure as we pull kaimahi from across the functional areas into developing workforce development plans for Ngā Peka o Toi.

Ka whakamana te ahurea o te tangata
Culturally affirming organisation

Toi Mai is proud to be a diverse organisation where 45% of our kaimahi are Māori and Pacific – 31% Māori (14/47), 14% Pacific (7/47). Māori comprise 4/7 members of Te Kāhui Pou (Executive Leadership Team), 4/7 members of the Toi Mai Board, and partner-leadership is practised at the Co-Chair level and at CEO/Poumatua level.

Kaimahi Māori are located in most of the rāngai (functional) and peka teams, and tikanga, te reo and mātauranga Māori are increasingly embedded in all of Toi Mai work. Most kaimahi were recruited using a wānanga/talanoa style interview process that is designed to preserve the mana of candidates while also testing for cultural fit in the organisation.

Kaimahi ethnicity



We have a dedicated rāngai, Te Pā Manaaki, that is responsible for our Aroha ki te Tangata pou (see below). We also have a dedicated rāngai, Te Rāngai Taketake, to develop the Māori, Pacific and Equity strategies and initiatives of Toi Mai.

All our roles, teams and physical spaces have ingoa Māori names and incorporate mātauranga Māori in their structure and underlying narratives, as do our published documents (such as *Te Wao Nui o Toi* and *Te Tūmatakahuki o Toi Mai Statement of Strategic Direction*).

Aroha ki te Tangata



The hauora of our kaimahi is central to the culture of Toi Mai and our communities. We value the creation of enduring relationships (whanaungatanga) and are guided by **Te Whare Tapa Whā** model that was gifted to Aotearoa by Tā Mason Durie. This ensures that all four walls of the metaphorical whare of our kaimahi are considered equally. We work collectively within Toi Mai and across Ohu Ahumahi for the benefit of all kaimahi (kotahitanga) and ensure in all we do that we carefully manaaki:

- 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.

Te Whakatinanatanga o te Tiriti o Waitangi



Honouring te Tiriti o Waitangi is front and centre of our mahi. We are committed to empowering Māori and assisting in implementing decisions made by Māori. The board and all kaimahi are being educated about te Tiriti o Waitangi and the long term impacts of colonisation on Māori.

To 'walk the talk' on honouring Te Tiriti o Waitangi and to ensure the burden of transformation does not fall on a few Māori staff, Toi Mai is striving to have 50% of our staff as tāngata whenua and 50% tāngata tiriti, with the normalisation of te reo and tikanga Māori in the workplace a constant and vital focal point. As the previous section shows, we are well on our way to achieving this ambition.

Whakawhirinaki:



Toi Mai aspires to be the **trusted voice** of our industries and businesses through the building and maintenance of long-term mana-acknowledging relationships. Toi Mai backs and advocates for the importance of our sectors to Aotearoa and ensures our decisions and advice are evidence informed. Toi Mai works hard to ensure its products and training solutions build the trust of Māori, Pacific and other learners who have traditionally been disadvantaged by the former VET system.

Whakahou



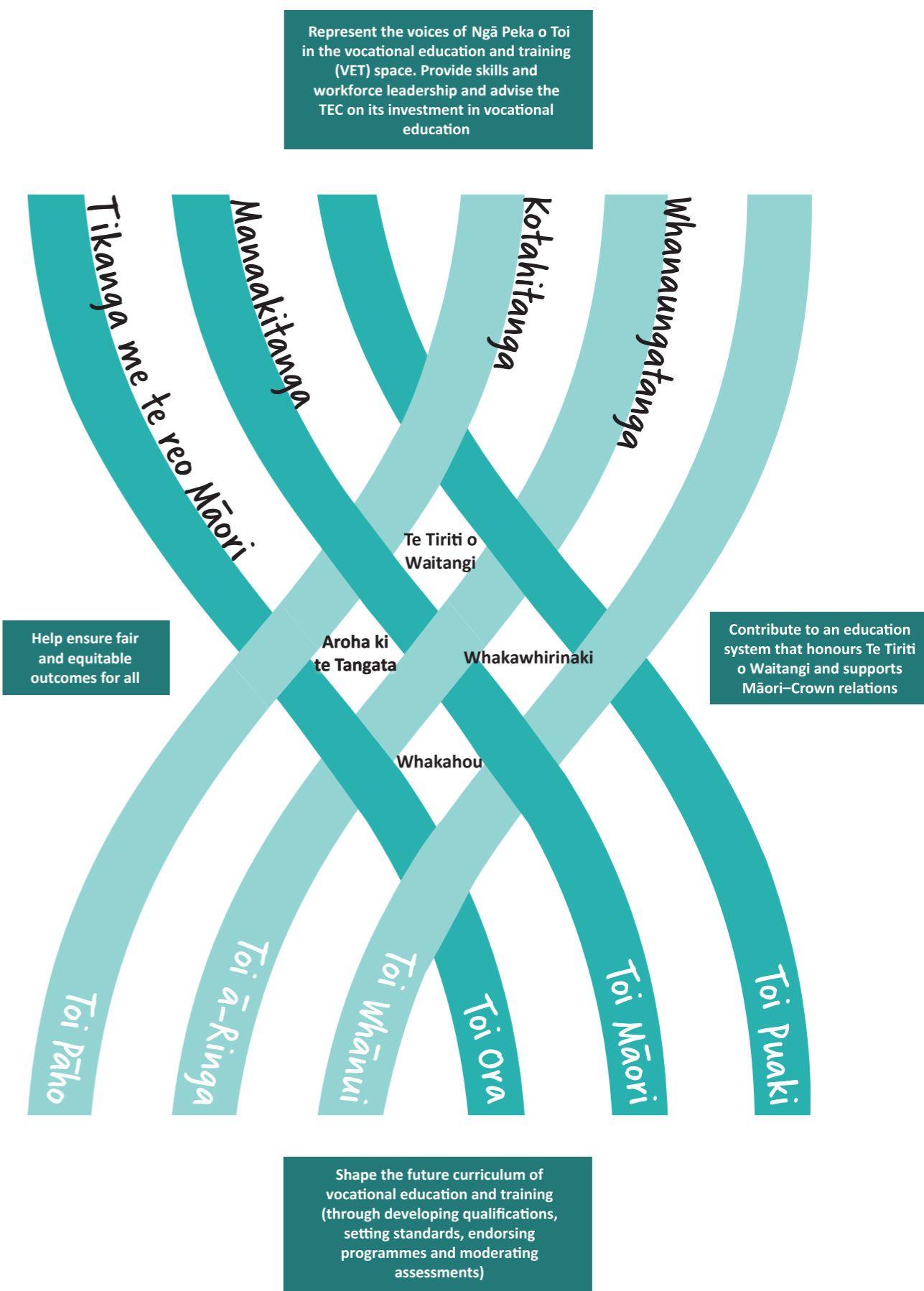
New ways of thinking and doing to achieve **transformational** outcomes and impacts are embedded in all Toi Mai mahi. We value intellectual enquiry, deep thinking and ideas that challenge the prevailing practice.

The diagram to the right illustrates how the pou and the peka are interwoven.

Ngā Pou o Toi Mai

We are guided by four operating principles:

- Aroha ki te Tangata
- Te Whakatinanatanga o Te Tiriti o Waitangi
- Whakawhirinaki/Trust
- Whakahou/Transformation.



TE TUKUNGA O TOI MAI

HOW WE WORK

The diagram below illustrates how we work.

Scan and sense-making inputs include:

- insights from our engagements with industries, iwi, whānau, hapū and Māori businesses
- data on learners, occupations, workforces, industries and populations gathered from statistical databases and surveys
- qualitative research into barriers to entry into training and the workforce
- identification and analysis of qualifications currently offered by learning providers across the whole tertiary system, which problems can be addressed by new or altered qualifications and vocational pathways, and which need to be addressed by industry, employers, peak bodies, providers and government agencies.

Outputs include:

- workforce development plans (WDPs) which lead to action plans for implementation by Toi Mai, TEC, other government agencies, providers and industry
- investment advice to TEC
- qualifications we co-design and review with industry
- quality assurance of qualification delivery
- programme endorsement
- publicly available research papers and data
- advice to schools and workers about the career pathways they may take into and through Te Wao Nui o Toi.

All our mahi is influenced by, and takes into account:

- concepts and narratives informed by te ao and mātauranga Māori and Pacific knowledge systems. This is key to ensuring our qualifications not only deliver the current and future skills required by industry, but provide equitable opportunities for all people in the specified industries to reach their full potential and capabilities, including those who have been traditionally underserved by the education system
- the factors listed in our Order in Council (OIC) that support the responses to the current and future workforce needs of Aotearoa, including the transition to a low-emissions and climate-resilient Aotearoa, new global challenges, emerging technologies, global sustainability goals, the changing nature of work and the skills, knowledge, and qualifications that learners will need in future to achieve success for themselves and their communities.

How we work (Operational Model)



TE TAUMATA MANA WHAKAHAERE GOVERNANCE

Toi Mai Board

There are currently seven members on the Toi Mai Board (out of a possible nine). One recently resigned to take up a CEO's role outside Toi Mai and we will start the process of recruiting a replacement soon. There will also be a change of co-chairs in June 2023, and the first three-year term of five members is up in July 2024.

The Board has a workplan for 2023 that sees it meeting every six weeks to monitor the deliverables of the organisation against its strategy. In this mahi, the Board is supported by a Finance Audit and Risk (FAR) Committee and a People and Culture (P+C) Committee that will each meet quarterly in 2023–24.

The Board is managing its expenditure by meeting every six weeks (instead of four-weekly on start-up) and holding every second hui online.

A recent Board evaluation found that in the near two years since formation, the Board and Executive Management had taken big steps forward in ensuring high governance standards.

Moving into the 2023–24 financial year, the Board's priorities include:

- supporting Te Tumu o Toi – Chief Executive in delivery of our strategic priorities
- managing risk and ensuring the long-term financial sustainability of Toi Mai
- ensuring that our work strongly incorporates industry voice
- managing a change of both co-chairs in June 2023
- appointment of a Pacific member
- planning for the succession and possible turnover of five original board members in July 2024
- continuing to develop processes that bring Board members closer together as a team to establish an aligned and inclusive working culture, including Board/Kāhui Pou relations
- upskilling Board members with a more formalised development programme to ensure the Board is across the latest developments and trends in key sectors, including developing a greater understanding of what sustainability/ESG and responding to climate change might mean in the Toi Mai context

- improving Board capability in understanding te Tiriti o Waitangi and Mātauranga Māori.

Te Kāhui Ahumahi

Te Kāhui Ahumahi is made up of the Manawhakaheere Māori of the six WDCs, including four Toi Mai board members. The approach of Te Kāhui Ahumahi is built around their vision of Māori flourishing in all parts and at all levels of the vocational education system. Ākonga Māori and their whānau should be able to see a limitless future for themselves, have clear pathways to achieving that future in the vocation system and to be part of iwi, hapū and industry growth. Key initiatives include the development of:

- approaches to give effect to te Tiriti o Waitangi and an agreed set of measures to track progress
- an iwi and Māori Partnerships and Engagement Framework and toolkit that will centralise the collective partnership and engagement activities of WDCs with hapū-, iwi- and Māori-owned businesses
- a kaimahi cultural capability strategy to support kaimahi across all the WDCs and Hāpaitia with their development needs
- an Aotearoa Māori Workforce Development Plan

Aligned to this is the work of the Te Herenga Kura (Poumatua/Manukura/Amokura of the WDCs and Hāpaitia). Their workplan for the coming year includes:

- developing the Ohu Ahumahi approach to Mātauranga Māori
- developing the Ohu Ahumahi approach to te Tiriti o Waitangi
- organising and running annual kaimahi Māori wānanga
- the design and development of a Māori intranet page.

Pacific Fono

The Pacific Fono comprises WDC Board members of Pacific heritage. The Pacific Fono is a collective voice who provide strategic leadership across Ohu Ahumahi. Its purpose is to ensure that the WDC ecosystem is delivering on its obligations to help Pacific learners and their families. High-level solutions currently in development for Pacific peoples include:

- development of a draft strategic framework for Pacific peoples aligned with national strategies, such as the Ministry for Pacific Peoples' Lalanga Fou, Pacific Employment Action Plan and the Tertiary Education Strategy
- stakeholder mapping for Pacific peoples' engagement across Ohu Ahumahi and identification of gaps, including industry and community connections with best practice for management of relationships that is culturally responsive and respectful – moving from transactional to relational
- development of a Pacific staff repository to capture skills, expertise and networks, both internal and external
- the building of cultural capability within Ohu Ahumahi.



Photo by Makea Pokere



KEY OPERATIONAL AND REPORTING MILESTONES IN 2023-24

The following deliverables are required by TEC in 2023-24:

- Six-monthly progress reports (31 August 2023 and 28 February 2024)
- Report on all performance measures 31 August 2023
- Advice to TEC on its overall investment in vocational education and training for 2025 (November 2023)
- Revised Operational Plan for 2024-25 (April 2024).

Other:

- Annual Report (as soon as practicable after the end of the 2022-23 financial year) including a Statement of Service Performance required by the OAG (August 2023)
- Annual Moderation Plan (January 2024).

NZQA:

- Summary of our qualification development activities (1 July 2023)
- National External Moderation report which is part of our NZQA monitoring requirements (May 2024).

NGĀ ARONUI MAHI PERFORMANCE MEASURES

Management measures for 2023–24

Focus area	Measures	Agreed target
Financial management	Toi Mai has performed within its budget (via the standard Financial Planning and Reporting Template)	Any material difference between actuals and the overall budget explained in financial reporting
Risk management	The Risk Register is completed (incl. risk details, level of risk). Each risk has an appropriate response for mitigation	Mitigation activities identified for all identified risks
Governance	The WDC maintains a strong and capable governing council that provides effective leadership, agrees plans with achievable targets, understands its functions and responsibilities, and has the skills and experience needed to fulfil its functions	Regular council self-assessment, independent governance assessment in line with the OIC and results actioned Council members up to date with the vocational education environment, the WDC's response, and best practice governance Council meeting agendas provided to the TEC

NGĀ ARONUI ĀHEINGA FUNCTION MEASURES

NZQA aligned functions

Focus area	Description of outputs	Measures of success (2023–24)	Key performance indicators
Developing and setting standards, capstone assessments and qualifications	Skill standards, qualifications, micro-credentials, national curricula and capstone assessments are developed to meet industry needs	SMART performance measures are agreed with NZQA and are reported against for 2023–24	Measures are agreed with NZQA and submitted to TEC by June 2023 Progress against these measures is reported in TEC progress reports for the 2023–24 period
Endorsing programmes and moderating assessments	Providers' programmes are endorsed, and standards and capstone assessments are moderated	SMART performance measures are agreed with NZQA and are reported against for 2023–24	Measures are agreed with NZQA and submitted to TEC by June 2023 Progress against these measures is reported in TEC progress reports for the 2023–24 period

TEC aligned functions

Key outputs	Description of outputs	Measures of success (2023–24)	KPIs
Provide Investment advice to TEC	Provide advice on the mix of training required for each industry	Supply of advice to TEC on the mix of training reflects collation of a range of quantitative and qualitative data from industry groups, employers, regional skills leadership groups and other informants that can help interpret data.	Advice is provided to the TEC to the required standard and timeframe Evidence that advice aligns with industry requirements

Function measure: skills leadership

Key outputs	Description of outputs	Measures of success (2023–24)	KPIs
Skills Leadership	Current and future workforce needs of industry identified in skills and workforce development plans	Workforce Development Plans inform all Toi Mai functions (particularly standards setting, qualifications development, advocacy, and advice to TEC).	Evidence in plans of relevant industry body support. Plans underpin activities in Toi Mai Operational Plan

VET system outcome measures

The RoVE Design Authority has created a VET outcomes measurement framework to monitor the performance of the overall VET system and ensure that the changes from RoVE are leading towards a strong, unified, sustainable vocational education system that is fit for the future of work and delivers the skills that learners, employers and communities need to thrive. This framework includes a broad suite of measures, which is contributed to by the TEC, Ministry of Business Innovation and Employment, Ministry of Education, Te Pūkenga, NZQA and WDCs.

Due to their unique role, the WDCs have been identified as the best placed to provide the following three industry focused outcome measures. While the WDCs are required to collect data on these VET system outcome measures, many different parts of the VET system contribute to the results and so WDCs are not solely responsible for the outcomes.

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

NGĀ TIKANGA WHAKAHAERE Ā-TURE

DELIVERY OF LEGISLATIVE FUNCTIONS

1. LEADERSHIP

Ngā Peka o Toi Workforce Development Plans

In 2023–24 Toi Mai will base our work programme around creating WDPs for the six Peka o Toi.

We are currently in the process of synthesising feedback from industry on our first sector-specific WDP for Toi Pāho as to the recommendations they want us to prioritise, after which we will socialise an action plan with TEC, government agencies, providers and industry for implementation in 2023–24.

Work on our Toi Puaki WDP is also being carried over from 2022–23 to 2023–24. Much of the industry engagement, data analysis and insights will have taken place in the first half of 2023, but the action/implementation plan will be developed in 2023–24 and will follow a similar industry validation path to the Toi Pāho WDP.

The Digital ITP recommendations produced by MBIE in 2022 gave us a small head start on the Toi Whānui WDP. However, work still needs to commence engaging with the parts of the sector that have been underserved in the past, especially in relation to Māori and Pacific workers/learners. The development of this WDP will commence prior to the 2023–24 financial year, with the expectation it should be completed by early 2024.

The remaining peka: Toi Māori, Toi ā-Ringa and Toi Ora will be scoped in 2023 for completion in calendar year 2024.

More detailed workplans for each WDP is found in Appendix B.

As we progress through our WDPs, we are building on the methodology introduced by Assurity Consultants for Toi Pāho with the aim of developing Toi Mai industry appropriate qualitative, quantitative and collaborative methodologies that include:

- data gathering and analysis
- guided industry interviews
- oversight by industry reference groups
- culturally appropriate ways of understanding the needs of whānau, hapū, iwi and Māori business, and Pacific communities
- identifying the barriers for underserved learners and workers
- draft findings with recommendations that are tested with industry prior to being socialised with relevant government agencies and providers
- a robust project accountability structure.



Photo by Makea Pokere

Policy advocacy

In 2023–24 Toi Mai will be approaching policy ministries and other advocacy bodies to undertake collaborative work on why New Zealand's industrial policy settings seem to be failing the creative industries and what we can do as a country to build the rich nutrients that feed our rākau and manu.

Despite the term 'industries' being applied to our sectors, they are not really industries; at most they are only emergent industries. They do not have the ngārara – the base policy, funding, infrastructural and legislative support that fuel the more established industries like agriculture, construction and infrastructure, manufacturing, education, health, and professional services. The underlying assumption that most of the workers in our sectors do it out of passion and are consequently happy with low incomes and precarious career prospects is a deflection from an alternative explanation that it may be failed policy, industrial infrastructure and productivity settings that are contributing to insecure, poorly paid and unsustainable careers in our 'industries'.

Our aim is to identify the characteristics of policy and legislative interventions, R+D support, and investment settings enjoyed by successful, mature industries in this country and in others that are doing it better, and ask what government needs to do to fill the gaps for our industries so they may thrive, provide well-paid and sustainable careers, and compete in export markets.

Supporting Māori–Crown relations

Schedule 2 of the Toi Mai Order in Council lists the industries specific to Toi Mai, including Ngā Toi Māori/Māori creativity. For historic reasons NZQA still retains the standard setting function for Ngā Toi Māori unit standards, New Zealand Certificates and Diplomas. While there may be good reasons why NZQA retains this role, the split of responsibilities means we have no national overview of who is providing what and where, whether ākonga are being trained in the areas of greatest industry need or the destination graduates are going post study, no way of connecting provision with demand, and no way of targeting qualification development to industry need.

Even more problematic in relation to the expectation that all Toi Mai plans and advice are based on high-quality qualitative and quantitative analysis is that

ANZSIC and ANZSCO codes are silent on Toi Māori industries and occupations. As a consequence, their needs, value and contribution to the economy and wellbeing are rendered invisible to policy makers, and they miss out on investment and support for growth that other parts of the productive economy have received for decades.

This is not to say there are no jobs, businesses or employers in the Toi Māori sector. There are many practitioners specialising in the creation of taonga works and oral arts including weavers, carvers, tohunga tā moko, writers, musicians, mōteatea, kapa haka composers and choreographers, visual artists, designers, and waka and whareniū designers and builders. These jobs inherently reflect mātauranga Māori and the relationships between people and the natural world. Their functions cannot be separated from the knowledge systems, kaupapa and values that underpin them.

That these Toi Māori occupations have existed for 1,000 years and are not officially recognised in formal measurement and classification systems is potentially a breach of the Crown's Tiriti o Waitangi Article 2 obligations, which confirm and guarantee Māori tino rangatiratanga over their taonga.

Toi Mai will commence a major piece of work in 2023–24 as part of the Toi Māori Workforce Development Plan. This aims to render the wide range of Toi Māori industries and occupations visible so we are better able to provide skills and workforce leadership and provide advice to the TEC on its investment in vocational education and training.

This is one of the most important initiatives Toi Mai can do to contribute to an education system that honours te Tiriti o Waitangi and support Māori–Crown relations, as required by our legislation.

“
**O LUPE SA VAO ESE'ESE,
 AE UA FUIFUI FA'ATASI**
 ”

**WE ARE FROM DIFFERENT
 PARTS OF THE FOREST BUT
 CONNECTED IN ONE CAUSE.**

Photo by Indre Ioana on Unsplash

Pacific Priorities

“
**Pacific values are our anchor,
 with each generation weaving the
 foundation for the next to stand on.
 Pacific communities are innovative
 leaders within Aotearoa, the
 Pacific region and the world. We
 are confident in our endeavours;
 we are thriving, resilient and
 prosperous Pacific Aotearoa.**
 ”

– *Pacific Aotearoa Vision.*

In 2018 the Ministry for Pacific Peoples (MPP) engaged extensively across Aotearoa New Zealand to ascertain what the key priorities were for Pacific communities. Pacific communities identified four goals to achieve the Pacific Aotearoa vision, which were published in the Pacific Aotearoa Lalanga Fou report:

- Goal 1: Thriving Pacific languages, cultures and identities
- Goal 2: Prosperous Pacific communities
- Goal 3: Resilient and healthy Pacific peoples
- Goal 4: Confident, thriving and resilient young people.

The Lalanga Fou report sets the foundations for the cabinet mandated Pacific wellbeing strategy and has highlighted the government's ongoing commitment to Pacific peoples in Aotearoa New Zealand. The strategy identifies four key priorities:

1. Establishing genuine partnerships between government agencies and Pacific communities that work towards tangible outcomes like homes, jobs and training opportunities.
2. To measure and monitor the impact of investment in Pacific communities through the All-of-government Pacific Wellbeing Outcomes Framework to ensure targets are being met.
3. To build and strengthen cultural capability and engagement approaches across government.
4. Ensuring Pacific cultural values and principles are at the heart of the strategy.

Through the strategic guidance of both the Lalanga Fou report and the Pacific wellbeing strategy, the Toi Mai operational Pacific priorities moving into the new financial year will include:

1. mapping and building a database of all Pacific businesses operating in each of our Peka
2. engaging with Pacific businesses, to gain their insights with regards to skill gaps across the Toi Mai Peka

3. ensuring that each Workforce Development Plan includes outcomes that address the workforce and training needs of Pacific businesses
4. leading and coordinating Creative Talanoa events across all Toi Mai Peka
5. creating a strategic Tamaki-Makaurau regional focus plan for all our Peka, working in alignment with the Tamaki RSLG
6. introducing the Kapasa Pacific policy tool into Toi Mai operational policy and procedures
7. delivering Pacific cultural competency workshops for Toi Mai kaimahi
8. leading the implementation of the Toi Mai Pacific Tech Business Case
9. introducing the work of Toi Mai to government agencies and Pacific communities so we can work in partnership with them, as required and within our resource constraints.

Vocational pathways

Vocational pathways activities will be incorporated in each WDP. However, there are some priority areas for this function in 2023–24:

- Working with the Poururuku Rāngai Taketake to translate Toi Māori occupations into Tahatū.
- Socialising the Createch project (funded by the TEC's COVID-19 Recovery Project Fund in 2022) findings with schools.
- Developing a plan for utilising major national events such as Te Matatini, Polyfest and Pacific festivals to raise awareness of pathways from schools into vocational education and training work.
- On the basis that “You can't be what you can't see”, working with Toi Pāho and Toi Puaki leads to develop school pathways strategies for priority groups identified in the Toi Pāho and Toi Puaki WDPs.

Collaborating with other WDCs

WDCs believe that working together provides the opportunity for:

- greater leadership impact and influence
- increasing the transformative effect of WDCs
- offering us better efficiency or quality of work to the benefit of those we serve.

Collaboration takes place across all levels of Ohu Ahumahi. From Council Chairs to Committees, Te Kāhui Ahumahi, the Fono, CEOs, Te Herenga Kura (Poumatua, Manukura and Amokura) General Managers, kaimahi Māori, kaimahi Pacific, and Communication Managers, all these groups have regular hui with their equivalents to connect on shared priorities, cross-sectoral challenges, opportunities and initiatives.

2. ADVICE TO TEC

Discovery

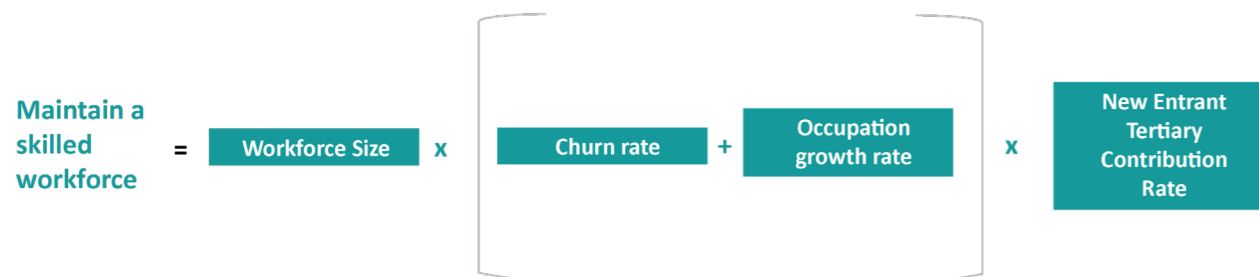
Te Rāngai Taumata Tirotiro (the Strategy and Insights team) has primary responsibility for gathering evidence-based data and providing advice to TEC. From ground zero at the start-up of Toi Mai, when there was no centralised database of information about the industries Toi Mai covers, the team has accessed data from Infometrics, Scarlatti and the IDI, and commissioned research and industry surveys (Screen and Tech) to start forming our advice to TEC. We still have only early data on most industries and will not be able to be completely confident in all our data until we have completed all our WDPs by the end of calendar year 2024.

There is still much we don't know, and we have a comprehensive research plan underway to fill in many gaps. A list of the research projects Toi Mai is engaged in (in-house and commissioned) is attached in Appendix C.

Approach to mix of provision

The Toi Mai approach to prioritising the mix of vocational education and training advice from our different industries that TEC is expected to give effect is as follows:

- Industry feedback from the WDPs informs our initial assumptions.
- We focus on the five largest qualifications/occupations per subsector and particular qualifications/issues beyond the five biggest quals highlighted by peak bodies as important.
- We base our investment advice to TEC on a calculation assessing workforce size, attrition/churn rate, forecasted growth rates and tertiary graduates.
- Once we have made our calculations, we verify with peak industry bodies the accuracy of our estimated number of new skilled entrants needed by industry for a certain role or occupation.



In the chart above:

- Workforce size – estimated number of employees needed by industry for a certain role or occupation (based on Infometrics data)
- Churn rate/Attrition rate – percentage of people who move out of the industry at a particular period (based on Scarlatti data)
- Occupation growth rate – growth in employment size/how much employment is growing or shrinking across a certain period (based on Infometrics data)
- New Entrant Tertiary Contribution Rate – percentage of people entering the industry who come from tertiary (based on Scarlatti data).

It is important to note that the calculation above only calculates replacement demand. It does not take into account a change in the proportion of skilled jobs in the wider workforce.

Due to time and resource constraints with the April 2022 advice we have not yet developed a process for integrating the intelligence gathered through the endorsement process to inform advice to TEC, but over 2023–24 we will build this into the process.

Due to time and resource constraints, we have also not yet developed a formalised approach to engage providers on how they can operationalise our advice, but over 2023–24 we will build this into the process.

Non-domestic learner exemptions

Toi Mai aims to provide a greater contribution on the Green List for non-domestic learner exemptions, as there are multiple sectors not currently included that are relevant, such as live entertainment.

In 2022, we provided advice on non-domestic learner exemptions to TEC regarding sector exemptions and the Green List. This process was procedural in that MBIE created the Green List (and the sectors and roles included) and the sector agreements relevant to us. Our advice mainly covered seasonal snow sport. TEC requested we check that the correct qualifications were selected for exemption. We consulted with Te Mahi Ako on the qualifications and widened some of the qualifications TEC considered out of scope.

3. NEW CURRICULA AND QUALITY ASSURANCE

Qualifications

Toi Mai is continuing to implement the five-year Qualification Workplan (Appendix D) with an increasing number of new development projects underway, including our first micro-credentials and skill standards, as a result of engagements with the sector and workforce development planning.

Te Rāngai Ringa Tohu (Qualifications and Assurance Team) works closely with others in Toi Mai and industry subject matter experts within ngā puna Whāngai to discuss and develop products. There are currently 23 projects identified in the 2023–24 workplan, with some capacity for new prioritised projects. We anticipate this will include the review of over 120 standards and 39 qualifications, and the development of at least seven new micro-credentials and qualifications.

We are aware that there is a large desire to develop micro-credentials within our sectors, and we are proposing to host some sector-wide webinars with providers to discuss and explore micro-credential needs and reduce duplicated effort across multiple organisations.

In 2023–24 we will also:

- increase mātauranga Māori within our products
- document and improve our systems and processes within the quality management system

(QMS) to ensure we learn from our experiences and encourage best practice

- continue to collaborate with NZQA, providers and other Ohu Ahumahi to enhance and amplify transformation within qualification design
- continue to actively participate in NZQA consistency reviews
- develop and publish qualification landscape maps
- lead micro-credential discussions within the sector.

Business skills for creative and tech sectors

Toi Mai is exploring the development and implementation of a suite of work-based micro-credentials in consultation with sector experts and Te Pūkenga. Incentives for providers and support within the workplace are key factors. This includes the potential for business skills micro-credentials across the creative, cultural and tech sectors, where there is a high level of contracting and gig-based work. Relevant business skills for Toi Mai sectors include:

- contract fundamentals
- financial and accounting skills, including invoicing and tax literacy.

Quality assurance

Transformation

Quality Assurance in 2023–24 will be a mixture of the traditional post-moderation approach and transformation as we work towards changing the way we do things.

Because our unit standards are popular, Toi Mai deals with a substantial number more moderation activities in schools compared to the other WDCs: 499 schools in 2022. At present schools use up a lot of our energy and resources and we are very much constricted by this. The vision is to scale back the offerings and oversight that we currently give to schools and to engage better with providers, passing the work that still needs to be done on to those more suited to doing it.

As we work to identify what transformation looks like in this space, in alignment with other WDCs, we will continue with the published moderation plan (which is based on post-moderation) with the option to reduce – particularly in Q3–Q4 2023.

Moderation

Moderation (including post- and pre-moderation) will continue for schools and some providers (where appropriate). The 2023 moderation plan was published on our website in December 2022, and the 2024 moderation plan will be published on our website in December 2023.

Consent to assess

During 2023 one of our major projects will be to review our consent and moderation requirements (CMRs). This review will mean the combining of 16 various CMRs into one document (CMR 99) and updating the requirements and information in them. This review will be completed in collaboration with the other five WDCs and sent to NZQA for approval. Work on this started in February 2023. The way we handle consent to assess applications and the criteria we check will also be reviewed and transformed to make the process more streamlined, particularly for schools who fall under the oversight of NZQA and MoE.

Programme endorsement

Toi Mai will continue to build capability in this area, with a strong focus on ensuring equity for underserved learners and Māori, Pacific peoples and tāngata whaikaha. Our approach to programme endorsement is a supportive one, expecting providers to transform over time. During September and October 2022, we experienced a high demand for programme endorsement, particularly ‘type 2’ applications and we believe 2023 will be similar. We are also experiencing a high demand for programme design advice and meeting requests from providers. The change over from programmes of industry training (PITs) to programs of study by the former industry training organisations, will increase our workload substantially.

Micro-credential support

We are already experiencing a high demand for information and advice about micro-credentials. We anticipate providing micro-credential support and advice will be a major focus for us in 2023–24.

TAHUA PŪTEA FINANCIAL MANAGEMENT AND RISK

Toi Mai will continue to monitor financial practices to ensure commitments made to achievement of workplans can be met but are also sustainable in the future. We work alongside Hāpaitia Finance to ensure the smooth operation of the finance function.

Hāpaitia shared services

Hāpaitia Limited, as a jointly owned vehicle for the provision of shared services functions across the six Ohu Ahumahi Workforce Development Councils charges a monthly fee to each WDC for the provision of:

- information and communications technology services
- finance functions
- people and culture
- office management and leasing
- assistance with collaborative activities.

Finance functions

There are eight roles across the Hāpaitia Finance Team that cover the following broad responsibilities:

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

Financial policies and procedures

Hāpaitia Limited developed a comprehensive set of Finance and Assurance policies which have been adopted by Toi Mai. In addition, Hāpaitia Finance have developed a comprehensive Financial Procedures Manual to support effective transaction processing and reconciliation of financial records.

Key financial controls in place include:

- bank accounts reconciled daily
- Approval Max purchase order approval system
- Xero Expenses, expense management system
- monthly balance sheet reconciliations and financial workpaper reviews
- monthly financial reporting to executive leadership and governance
- payroll reviews and authorisation by chief executives
- an internal audit function incorporating review of internal controls and processes
- an external audit programme.

BUDGET FOR THE YEAR ENDING 30 JUNE 2024

Hāpaitia Finance have implemented Workday Adaptive “Rangatahua” to manage financial reporting, budgeting and forecasting for all WDCs. Managers revise forecasts to be included with monthly reporting to Councils. An external audit was conducted by BDO on behalf of the Office of the Auditor General for the financial year 30 June 2022 with an unqualified audit report issued. Almost all items raised in the audit completion report have been actioned and an interim audit for the 2023 financial year is scheduled for March 2023.

As part of a continuous improvement programme for the Finance function, an Internal Audit function has been established, with Sensitive Expenditure and Payroll internal audits already completed by 31 March 2023.

Hāpaitia Finance is currently building a business case for a new Financial Management Information System as many shortcomings regarding internal controls and user experience were identified during the external audit. This business case will be presented to the Hāpaitia Board in June, and if approved, we anticipate implementation being completed by 1 October 2023.

Reserves

In accordance with the prudent reserves policy, Toi Mai will build reserves from any surpluses over time to a level that provides sufficient comfort. This is because we need to ensure we can continue to provide essential services if expenses or revenue suddenly go up or down, or fund strategic initiatives that span one or multiple financial years.

Cost drivers, assumptions and constraints

With TEC advising no changes to the planned funding for the next three years despite unexpected cost pressures due to tight labour market conditions and high inflation, management are focusing efforts on keeping tight control of costs, ensuring that expenditure is tightly aligned to delivering expected outcomes for industry and learners.

Several assumptions have been built into the 2023–24 budget concerning key cost drivers with a “bottom up” budget model built into Rangatahua (Adaptive). This tool is also used for our monthly forecasting.

Budgeted revenue for 2023–24 is expected to remain as established in the original funding agreement \$8.7m. In addition, we are budgeting interest income of \$110k. Budgeted expenditure is expected to be \$9.3m which is met from TEC operating funding and from the Accumulated Surplus reserve and \$139k from Capital Reserve which relates to the Hāpaitia lease (based on depreciation for assets leased from Hāpaitia funded from the Capex funding set aside at the end of the 2022 financial year).

The net deficit projected for the year ending 30 June 2024 is \$583k. This is made up of an operating deficit of \$445k, and Shared Services – Asset Lease costs totalling \$139k which are met from Capex Reserves, Net funded projects of \$0 and Reserve Funded projects of \$0.

Profit and Loss Statement	2022-23 Forecast \$000s	2023-24 Budget \$000s
TEC Funding	8,740	8,740
Other Income	8	110
Total Income	8,748	8,850
People Costs	5,859	6,421
Engagement, Meetings and Events	579	524
Qualifications and Assurance	98	108
Governance	371	411
Consultancy	104	110
Other Expenses	145	160
Operating Costs	7,156	7,734
Hāpaitia Costs	1,584	1,561
Total Expenditure	8,740	9,294
Operating Surplus/(Deficit) (ex Projects)	8	(445)
Projects		
Project Income	1055	0
Project Expenditure	1055	0
Total	0	0
Movement to Accumulated Surplus	8	(445)
Shared Services – Asset Lease	102	139
Movement to Capital Reserve	(102)	(139)
Total Surplus/(Deficit)	(94)	(583)

Deficit reduction

Toi Mai will work on reducing the projected 2023–24 deficit through prudent financial management strategies including:

- managing travel costs to ensure we are achieving the lowest airfares possible, and only travelling when absolutely essential
- continuing to reassess the need for positions when they come vacant. We expect to be carrying an average of three vacancies at any time (approx. \$350k)
- relying on the larger WDCs to carry some of the heavy lifting for cross-WDC initiatives
- developing in-house expertise rather than contracting out services
- using project codes to help monitor and control expenditure on our major WDP projects.

As signalled earlier, Toi Mai may need to reduce services in some of our functional areas, including:

- some of our quality assurance servicing to secondary schools
- being highly selective about the micro-credentials we design.

Any non-BAU special initiative projects will be accounted for from Special Initiative reserves that have been built up from prior year surpluses. Currently, we have not prepared budgets for these projects as focus has been on the operating budget.

We do not expect that any possible operational deficit in 2023–24 will result in the loss of our reserves, so we will remain comfortably solvent throughout the year.

Hāpaitia

Indications from Hāpaitia are that the shared service cost for each WDC will be \$1,699,409. This is made up of \$1,560,798 for Hāpaitia services and an additional \$138,611 for Hāpaitia Shared Lease expenses which would be allocated from the Capital Reserve funding.

Te Kāhui Ahumahi

We have set up a Special Te Kāhui Ahumahi Reserves fund for any funds Te Kāhui Ahumahi has not fully exhausted in the 2021–22 and 2022–23 years. The 2021–22 Reserve amount is \$69,073.67. The Toi Mai share of the Te Kāhui Ahumahi 2022–23 budget is \$86,334. While a portion of this will be spent by Te Kāhui Ahumahi in the current financial year, Toi Mai may be asked to set aside a similar amount to last year in the special reserves fund for Te Kāhui Ahumahi to access in 2023–24.

BUDGET ASSUMPTIONS

Revenue

We are assuming there will be no change in operating funding from TEC.

Interest income is based on 4.5% on estimated closing cash balances each year (conservative position).

Project income – there are no additional receipts planned. However, further project expenditure will require recognition of receipts from Income in Advance (Balance sheet item).

Personnel costs

There are no planned substantial changes to personnel structure for 2023–24. Costs will increase as those recruited during 2022–23 will now be costed for the full year. We have observed that we are normally carrying up to two or three vacancies at any one time meaning we are at 94–96% full employment. An allowance has been made for salary increases of 5% which should be sufficient for performance and CPI increases.

Governance

While we understand that TEC and the Minister are due to review council fees, we have not heard anything definitive regarding this so have budgeted council fees at current levels.



Photo by Makea Pokere

Travel expenses

Travel expenses have been trimmed back 15% on current year forecast with the expectation that additional travel costs for new kaimahi will be offset by reductions in travel costs due to more online support after initial relationships have been established in year one.

We have reviewed the cost assumptions for travel by increasing airfares 15% over current average airfare costs. We will concentrate efforts on advance bookings and control flexi travel bookings to minimise air travel costs and continue to look for opportunities to engage with industry without requiring air travel.

We have increased the average accommodation assumption to \$250 to reflect current metro pricing practices.

Engagement expenses

Currently we have several expense codes that are used to account for specific engagement activities, with levels of investment being retained at current year budget levels, as we are still needing to establish relationships with sectors that are new to VET.

Qualifications and quality assurance

Actual expenses for Subject Matter Experts have been significantly less than we budgeted last year so we have reduced our budget to reflect current actual levels of expenditure. We have provided \$10k for NZQA fees. This is an estimate as we wait on NZQA to provide further clarity on fees to be charged in future years.

Other expenses

Shared Data Platform Annual Fee – this is a new account for each WDC's share in the support of the Shared Data Platform project.

Last year insurance costs were included in the Hāpaitia Shared Services costs which are now billed direct. This includes our direct insurance policies.

APPENDIX A

TOI MAI OHU AHUMAHĪ





APPENDIX B

NGĀ PEKA O TOI WORKFORCE DEVELOPMENT PLANS

TOI PĀHO – BROADCAST AND SCREEN

Toi Pāho covers occupations that deliver moving image and audio content through broadcast and screen media: film, radio, television and online interactive media, which includes advertising and the game development sector.

Occupations in Toi Pāho include:

Game Artist, Photography Assistant, Lighting Director, Cinematographer, Costume Designer, Animation Supervisor, Sound Technician, Composer, Digital Imaging Technician, Editor, Construction/Props Maker, Game Programmer, Writer, Journalist, Producer, Radio Presenter, Television Reporter, Vlogger, Wardrobe Coordinator, Foley Artist, Grip, Gaffer, Creative Director, Account Manager, Media Buyer, Columnist, News Editor, Feature Writer

Key themes

- Making Toi Pāho and creative/technical roles visible, coherent and accessible.
- Supporting a diverse range of people to enter and grow within Toi Pāho.
- Delivering training that supports Toi Pāho and Createch industry needs. These are creative skills that intersect with technical skills, as exemplified in music, screen and game development.
- Working collaboratively to build and maintain a healthier Toi Pāho ecosystem.

The Toi Pāho work programme 2023–24 will focus on implementing actions from the Workforce Development Plan released in March 2023. This might include:

Screen group apprenticeship

Toi Mai will work with industry and TEOs to encourage the development of a Group Training Provider in the screen sector. This organisation would (when established) employ students and contract them out to screen projects. This will allow greater use of work integrated learning in the sector, which is not currently possible due to the gig economy nature of the sector.

Micro-credentials

Toi Mai will explore the development and implementation of a suite of work-based micro-credentials for Toi Pāho workers, in consultation with sector experts and Te Pūkenga. Incentives for providers and support within the workplace are key factors. This includes the potential for business skills micro-credentials across the creative, cultural and tech sectors, where there is a high level of contracting and gig-based work.

In addition to cross-sectoral business skills, Toi Pāho industry experts are also working with Toi Mai on potential micro-credentials/skills standards to address skills needed as an introduction to the screen sector, as well as identified skills shortage areas such as camera, gaffer, grip, costume, accounts and more.

Screen-sector training coordination

Toi Mai will assist the sector to explore the establishment of an Industry-led body that would coordinate training opportunities with industry production pipelines.

Screen-sector comms and promotion

Toi Mai will assist industry and relevant peak bodies to promote the variety and availability of roles within the sector and ensure pathways into these roles are accessible.

Sector scoping and engagement

Engagement will continue across the sector to explore occupations not yet covered by Toi Pāho WDP.

Work-based learning for Journalism

Toi Mai will work with industry and Te Pūkenga to explore work-based learning delivery modes for *New Zealand Diploma in Journalism (Level 5)*. This would include the development of skill standards if required.

Qualification and standards projects in 2023–24:

- Screen industry micro-credentials and new skill standards introduced
- Development of New Zealand Certificate in Screen Industry Craft (working title) and associated skill standards
- Potential development of skill standards to support work-based learning in Toi Pāho sectors as required
- Review of Journalism and Radio 19x unit standards at levels 2–3.

Learner pathways

- Toi Mai will investigate and profile successful Broadcasting and Screen initiatives in schools, ascertaining whether the programmes of learning align with NZ curriculum and has sustainability.
- Toi Mai will lead the production of newsletters to highlight best practice and career opportunities to Schools and CATE.
- We will support engagement with industry and priority learners to identify key issues within the sector and help grow quality careers support to ensure equitable access.
- Toi Mai is supporting TEC with the development of Broadcasting and Screen career content for Tahatū (online tool).
- The Pathways Team will support initiatives that increase the visibility of roles and pathways into screen and creative tech careers for new entrants, particularly for Māori and Pacific communities.



Photo by South Pacific Pictures

TOI PUAKI – EXPRESSIVE ARTS

Toi Puaki includes the performing arts and technologies in stage performance, production and design, and music distribution.

Art forms include (but are not limited to):

- Dance: Kapa Haka, Pacific dance, Contemporary, Ballet, Jazz, Urban, Hip-hop
- Music: Waiata, Pacific music, Hip-hop, R&B, Reggae, Opera, Orchestral, D.J.
- Theatre: Haka Theatre, Pacific Theatre, Theatre, Musical Theatre, Improv
- Circus: Aerial, Acrobatics, Dancers, Poi swingers, Fire dancers, Clown and Mime
- Spoken-Word: Poetry, Comedy
- Multi-discipline: Works that combine multiple art forms.

Toi Puaki includes occupations in creative, production, management and administration roles: Director, Composer, Sound Designer, Production Manager, Producer, Stage Technician, Fly Operator, Publicist, Accountant.

The Toi Puaki work programme for 2023–24 will include:

Toi Puaki Workforce Development Plan

Project planning for the Toi Puaki Workforce Development Plan is in progress. Thorough investigation has taken place in regard to an appropriate project team structure, defining of our audience for the review (ensuring that the communities of our underserved learners are prioritised), and deep consideration of accessibility requirements for the review process. By July 2023, we will have completed interviews, evidence scan and compiled the survey data.

From July to September 2023, we will be compiling the recommendations from the interviews with industry and landscape scan and create a Workforce Development Plan which will be tested with industry before submission to TEC. We are aiming for TEC submission of the WDP by August, with the report distributed publicly by the end of 2023.

Qualification and standards projects in 2023–24:

- Scheduled review of Dance, Drama, Music and Performing Arts L3–6, Costume Construction L6, Performing Arts Technical Production L6 and Scenic Construction L6
- Scheduled review of 16 Entertainment and Event L4 unit standards

Programme development

There is currently no provider delivering qualifications in circus with the last programme closing in 2022. We are providing guidance to the sector around their desire to establish a PTE for circus in one of the main centres. We are also providing guidance to two organisations in the dance sector who specialise in contemporary Māori and Pacific dance. Each organisation has identified a lack of training for their specialised art form and are investigating how they might meet that gap.

Learner pathways

- We will investigate and research Secondary School pathways in Performing Arts and Music. Engagement to understand these trends will be complete by October 2023. We expect new projects to come out of this research which will be scoped in 2024.
- By July 2023, Toi Mai will identify key issues for priority learners. These will be included in the Workforce Development Plan.
- We will lead the production of newsletters to highlight best practice and career opportunities to Schools and CATE, as well as supporting TEC with the development of Performing Arts and Music career content for Tahatū. These projects will be ongoing across 2023–24.
- In 2024 we will scope opportunities to profile successful Performing Arts and Music initiatives in schools.

Follow-up projects

Based on the recommendations from the WDP we will plan projects required to progress the recommendations. Projects for 2024 will be scoped by the end of 2023. We also expect projects that affect Toi Puaki to come out of the work being done through the following research projects: Understanding Gig Economy, Creative Sector Wellbeing project.



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TOI WHĀNUI – ENABLING TECHNOLOGIES

Workforce Development Plan

Prior to July 2023 Toi Mai has worked with NZ Tech, MBIE and MSD to survey the tech sector on skills needs and distil the key results. We have also developed an evidence base to inform the research questions that will underpin the WDP. During the 2023–24 year, Toi Mai will continue to work with NZ Tech, ITPNZ, the Māori Tech Association and Pacific organisations, such as Fibre Fale and Pasifika in IT, to:

- develop a project plan and budget
- form an industry reference group for the WDP, which will contain at least 50% representation of Māori, Pacific and tāngata whaikaha
- do in-depth interviews with a cross-section of industry and iwi/Māori employers
- use the insights to identify the key workforce development issues in the sector
- develop draft recommendations to address these issues
- test those recommendations with the sector
- publish the Workforce Development Action Plan.

The key issues already identified through our engagements and evidence gathering include:

- the need for more work integrated learning for graduates, ideally building to a work-integrated learning degree
- a greater focus on short courses (e.g., “boot camp” style) for career changers
- the need for short courses (micro-credentials) to upskills those already within the sector (e.g., cybersecurity)
- very low numbers of Māori and Pacific workers and poor access for tāngata whaikaha to training and jobs.

In the meantime, Toi Mai will be continuing to work with industry and providers to improve vocational education and training to this sector, including:

Work-based learning service trial Level 5 IT Support

The work-based learning unit at Te Pūkenga are developing a service trial for a cohort of learners who are employed in industry while learning towards their NZ Diploma in IT Support Level 5. Toi Mai will advise on the design of the service trial with a focus on processes and documentation developed working for Māori. Toi Mai is supporting the development of this service trial through supporting the development of skills standards to create consistency in learning outcomes for those learning on the job and those in the classroom.

Kiwi SaaS Academy – Product Managers, Product Owners, Sales and Project Management

NZTE and Callaghan Innovation are scoping work to develop new programmes supporting career changers to move into Software Sales, Project Manager, and Product Management roles in the SaaS sector. They received funding for this initial work through the 2022 budget. Toi Mai anticipates new qualifications and micro-credentials may need to be developed to meet this industry need.

Micro-credential development – Provider lead

A scan of development across PTE providers and Te Pūkenga will be undertaken to encourage consistency and shared development.

Micro-credential development community entrepreneurship and digital skills

We have established a need to create a foundational Level 2/3 programme (micro-credential) that can bridge learners into Level 4 specific programmes. Pacific community organisations are organically mobilising and securing philanthropic funding to create bespoke tech hubs but require an umbrella provider and support from WDCs around qualification development and delivery.

Cultural competency is a common thread across all conversations with all Pacific providers. Toi Mai can see opportunities to support collaborative community ecosystems, with one provider servicing multiple community groups as an innovative delivery model while ensuring the industry voice is influencing the direction of travel.

Group apprentice schemes

Industry has advocated for more work-based learning, but sufficient work placements are a major barrier to this happening. To help overcome these barriers, Toi Mai has begun research into Group Apprenticeships (otherwise known as Group Training) in other sectors and those operating in the tech sector overseas, such as Australia where these schemes exist in the technology sector. We will use this research to inform industry of the possible benefits of setting up a Group Apprenticeship in the tech sector. This type of scheme can help de-risk taking on apprentices for businesses and offer the possibility of people moving around different businesses during their apprenticeship.

Qualification and standards projects in 2023–24:

- Development of skill standards to support IT apprenticeship workplace learning programmes
- Development of Level 2–3 micro-credentials to support community-led entrepreneurship and digital skill needs and bridge into Level 4 qualifications
- Facilitating a process within the sector to explore the needs for micro-credentials across the tech qualification landscape

Apprenticeship degrees

Industry and peak bodies, including ITPNZ and NZTech, have [recommended the development of apprenticeship-style degrees](#), with significant workplace-based training, and ‘earn as you learn’ opportunities. To this end, Toi Mai included questions around apprenticeship-style degrees in the Digital Technology survey to gauge further industry interest and capability and will use insights from the survey to inform further work and areas of enquiry in this area. Toi Mai will lead an evidence-based approach and will research international models in order to support the qualification work at Te Pūkenga and advocate for the development of an apprenticeship-style degree within that work, which will also complement the work undertaken around the Group Apprenticeship Schemes.



Photo by Stephan Sorokin on Unsplash

TOI Ā-RINGA – ART AND DESIGN

The Toi ā-Ringa sector includes 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 covered by Toi Mai.

In terms of employment, the occupations Painter (Visual Arts), Hairdresser, Beauty Therapist and Florist have the largest numbers.

The Toi ā-Ringa work programme for 2023–24 will include:

Workforce Development Plan – Sector Advisory Group – Toi ā-Ringa

Toi Mai is looking to introduce an advisory group for Toi ā-Ringa in the 2023–24 financial year. The purpose is to aid planning processes in support of scoping their workforce development plan (WDP) due to commence in the 2024–25 financial year. Representing the advisory group will include those from industry (such as peak bodies), providers, tāngata whaikaha, iwi, Pacific people and the rainbow community.

New business skills for creative-sector micro-credential

The creative sector is dominated by self-employed and sole traders. Business skills needs for these people has been identified as a key need across several of Ngā Peka o Toi and is a priority for development in 2023.

New digital/creative entrepreneur micro-credential

We are exploring the development of a new micro-credential in this space, particularly designed to help meet the needs of Māori and Pacific people.

Unification of creative programmes

Unification of creative programmes across Te Pūkenga will be an initiative that Toi Mai will contribute to regularly, where meetings have been scheduled every six weeks to progress this work.

Wānanga: hair, beauty and make-up

Engagement with Māori and Pacific make-up artists is being conducted to explore how tikanga and kawa can be embedded into the make-up qualifications. If successful, Toi Mai will look to work alongside Toitū te Waiora Ohu Ahumahi and others to see if this can apply to other services where there is ‘practitioner to client contact’ (such as massage and skincare).

Make-up qualification integration

Toi Mai will look to work alongside the sector to scaffold a suite of make-up qualifications, which learners can seamlessly progress through. The results intended from this exercise is learning outcomes per qualification will avoid duplication/overlap and enable clearer vocational pathways into the sector in accordance with the range and types of skills industry needs.

Qualification and standards projects in 2023–24:

- Digital/Creative Entrepreneur micro-credential development
- Business skills for creative-sector micro-credential development
- Make-up and Make-up Artistry qualification review (three quals and six unit standards)

Pathways initiatives

- Collaborate with the IT sector and local bodies to promote major regional events (such as SaaS during Techweek).
- Lead the production of newsletters to highlight best practice and career opportunities to Schools and CATE.
- Support TEC with the development of Technology career content for Tahatū online tool for career planning solutions to help learners navigate their career.
- Develop and profile clear pathways into Toi Mai industries by connecting current initiatives offered by MSD, MOE, MBIE, IBM and AWS.
- Investigate new initiatives in schools, ascertaining whether the programmes of learning align with NZ curriculum and has sustainability (introduction of PTECH into the Porirua Basin).
- Toi Mai will continue to work with NZ Tech and ITPNZ on Tech Hub and the Domestic Tech story to help centralise information for IT careers. We will engage with industry and priority learners to identify key issues within the sector and help grow quality careers support to ensure equitable access.

Skills For the Information Age

In 2022, DIA purchased a three-year country license for the Skills For the Information Age (SFIA) framework, which will be used to standardise job roles, levels of expertise and provide a baseline for roles and skills in the information technology sector. During 2023, Toi Mai will continue to support ITPNZ and MBIE (along with DIA) to communicate the need for institutions and industry to align roles and skill levels for staff to the SFIA framework. This framework may inform graduate profile outcomes in qualification reviews and development.

Game Development

Following engagement with the Centre of Digital Excellence (CODE) in Ōtepoti and game developers in the CODE programme in 2022, Toi Mai will continue research into the need for vocational qualifications below degree level in Game Development, particularly as a pathway into industry. Some providers are using the NZ Diploma in Screen Production for Game Development but there are currently no targeted sub-degree qualifications for Game Development.

TOI MĀORI – PRACTITIONERS SPECIALISING IN THE CREATION OF TAONGA WORKS AND ORAL ARTS

The following occupations have been identified as existing within the Toi Māori sector by the Toi Mai team (note that some of these occupations also exist in other sectors – such as museum occupations that currently fall under Toi Ora – and there are many others not yet listed):

- weavers
- carvers
- tohunga tā moko
- writers and musicians specialising in te reo Māori, pūrākau, whakapapa and kōrero a iwi
- mōteatea and kapa haka composers and choreographers
- visual artists
- designers and graphic designers
- waka and whare designers and builders
- museum curators, conservators, researchers, educators and repatriation specialists
- archivists
- kaiako/teachers or instructors.

45

There are no ANZSIC or ANZCO occupations specific to Toi Māori. At best, Toi Māori practitioners may be captured under classifications relating to 9002 Creative Artists, Musicians, Writers and Performers (ANZSIC) or 211 Arts Professionals (ANZCO).

Workforce development plan scoping and insights phase

The Toi Māori WDP will be based on the need to create a taxonomy of Toi Māori industries and occupations to provide skills and workforce leadership.

The Toi Māori workplan consists of two main tasks:

- mapping providers, qualifications and key stakeholders working in Toi Māori
- engaging with stakeholders to establish needs and opportunities to develop the sector, including pathways from tertiary and employment outcomes.

By developing a clearer understanding of the Toi Māori providers, qualifications and employment outcomes in the sector, we will be better placed to endorse specific programmes, advise TEC on its investment and contribute to strategies to develop and maintain qualifications that strengthen the Toi Māori sector.

Part of the mapping project includes creating a database of businesses working within the Toi Māori sector. These could include stores, studios, galleries,

and collective and independent ringatoi (among others). These will be the industry stakeholders who can provide insights and feedback on industry needs and learner pathways. The database will be developed through the Toi Māori team with contributions from Creative New Zealand's own work in this space.

Early engagement

Toi Mai were present at Te Matatini in February 2023 and ran a survey to gather basic information on sector demographics and contact details for people willing to share their experiences of working in the sector. In addition to the survey, our kaimahi connected in conversations and observed practitioners engaged in business enterprise in the direct sale and purchasing of their products and services over the four-day event. Direct talks with stallholders revealed a demand for more opportunities to showcase and sell their wares, as well as a heightened need for business skills development.

We have held early discussions with TEC/Tahatū and have agreed to work together identifying Toi Māori jobs for inclusion on the platform.

Qualifications for Toi Māori

Most of the qualifications and standards available to ākonga in the Toi Māori sector are currently held by the Ratonga Tohu Mātauranga Māori/Māori Qualifications Service at NZQA. However, we understand that a significant proportion of skill development and training occurs informally and often within cultural settings including wānanga and hui, processes which take place all over ngā motu. Our mapping of the sector will identify how best we can support these forms of training.

Qualification and standards projects in 2023–24:

The following have been proposed:

- Digital/creative entrepreneur micro-credential development
- Business skills for creative-sector micro-credential development
- Review of 12x Te Ao Tūroa standards alongside Outdoor Recreation qualification and standard review

Workforce Development Plan Sector Advisory Groups

These are still to be established but likely to draw from organisations listed below. Note that some of these peak bodies also exist in other sectors – such as museum-related bodies that fall under Toi Ora.

- Toi Māori Aotearoa
- Ministry of Culture and Heritage
- Te Papa
- Auckland War Memorial Museum
- Toihoukura (EIT – Te Pūkenga)
- Te Wānanga o Aotearoa
- Te Wānanga Whare Tapere o Takitimu
- Te Wānanga o Raukawa
- Te Wānanga o Awanuiārangi
- New Zealand Māori Arts and Crafts Institute
- Ngā Kaihanga Uku
- Ngā Aho Māori Design Professionals.

46



Photo by Makea Pokere



Photo by Pablo Heimplatz on Unsplash

TOI ORA – SPORT, RECREATION AND CULTURAL ORGANISATIONS

Toi Ora covers occupations that engage users in activities and technologies that foster wellbeing, physically, mentally and socially.

Occupations in Toi Ora include:

- fitness instructors
- sports coaches and instructors
- kaimahi in art galleries, libraries, archives and museums
- conservation, Te Ao Tūroa, Waka Ama
- outdoor guides and outdoor education leaders.

The Toi Ora work programme 2023–24 will focus on:

1. supporting a diverse range of people to enter and grow within Toi Ora
2. delivering training that supports Toi Ora industry needs
3. working collaboratively to build and maintain a healthier Toi Ora ecosystem.

The Toi Ora work programme for 2023–24 will include:

Toi Ora Workforce development plan scoping and insights phase

From July 2023 the Toi Ora work programme will focus on developing data insights to inform the Workforce Development Plan, which will commence in early 2024. The preparation work will consist of a comprehensive data scan, engagement and collaboration with sector bodies, education providers, industry leaders and ākongā. Learnings from other Toi Workforce Development Plans will be applied to the process.

Review of Outdoor Recreation qualifications and unit standards

Toi Mai will work with industry and providers to review the suite of seven qualifications under the umbrella of outdoor recreation. The review of the 53 associated unit standards will also be included in this process. Initial engagement suggests that the current qualifications landscape needs some attention to meet the needs of the sector, or that the sector doesn't fully understand the scope of what can be delivered by providers. Further exploration and collaboration is required to bring the vocational training and industry together to develop pathways into the outdoor recreation sector.

Environmental conservation micro-credentials: to be scoped

There is a need to understand whether the current qualifications offered for learners adequately meets the needs of the sector, given some industry-led voices have expressed significant skill shortages, particularly a lack of on-the-job training.

Toi Mai, in collaboration with Muka Tangata Workforce Development Council, will consider the need for on-the-job training with micro-credentials to support sector needs. Emphasis will be placed on the ability and desire for providers and the sector to work together to deliver any new micro-credentials nationally (rather than region specific).

Because there are dependencies between the qualifications relating to the environmental conservation sector (Toi Mai) and pest-control sector (Muka Tangata), both WDCs will work together to facilitate changes to qualifications.

Workforce Development Plan Sector Advisory Group – Galleries, Libraries, Archives, Museums, Iwi and Records (GLAMIR)

Toi Mai is looking to introduce an advisory group for GLAMIR. The purpose is to aid planning processes in support of scoping their WDP due to commence in the 2024–25 financial year, as part of the wider Toi Ora kaupapa. The advisory group will include representatives from industry, such as peak bodies, providers, tāngata whaikaha, iwi, Pacific people and the rainbow community.

Exercise Qualifications Review

Following completion of the Exercise Qualifications Review in mid-2023, Toi Mai will work with providers to help them design and develop new programmes to implement these qualifications. We will also work with peak bodies and industry to facilitate kōrero around how employers and community organisations might use the new exercise fundamentals micro-credential in their training and recruitment practices.

Qualification and standards projects in 2023–24:

Qualification and standards projects in 2023–24:

- Completion of Exercise Qualification review and micro-credential development (10 Quals and 39 unit standards)
- Outdoor Recreation Review (seven Quals and 53 unit standards) to be carried out alongside Te Ao Tūroa standards review
- Outdoor First Aid unit standard review
- Conservation micro-credential exploration
- Receiving 5x Library and Information Systems qualifications from Te Pūkenga.

Pathways initiatives

- Lead the production of a newsletter to highlight best practice, skills needed, data, insights and pathway opportunities to align to secondary school curriculum aligned to the Statement of National Education and Learning Priorities (NELP).

APPENDIX C

PLANNED RESEARCH, DATA AND INSIGHTS

Toi Puaki survey

This survey is expected to be completed in June 2023 in support of the Toi Puaki Workforce Development Plan. Insights drawn from the study will be used to better equip Toi Mai in advocating for the industries of Toi Puaki and the creation of training programmes that respond to and support a thriving Toi Puaki environment.

Digital Tech Skills Survey

The purpose of this research is to gather valuable information from industry to ensure the right skills are developed at the right time, alongside the skills pipeline from entry to career progression. This project is in collaboration with the Ministry of Business, Innovation and Employment, Ministry of Social Development, Ministry of Education, and NZTech. Expected completion date: July 2023.

Impact of sustainability trends

Te Rāngai Taumata Tiroiro is investigating how sustainability trends will affect Ngā Peka o Toi in the coming decades. This research assumes that government efforts to curb the negative impacts of climate change will affect policy decisions relating to funding distribution, curriculum development and regional workforce development. We see the technology sector as a strong candidate to serve the low-carbon economy going forward. The research project will use literature research, quantitative and qualitative methods (e.g., focus groups) to understand how our sectors are responding to sustainability issues and climate targets, and how vocational education can ensure we have the necessary skill mix to meet these developments. Expected completion date: September 2023.

Barriers to Inclusion in the Aotearoa Tech Sector report and Tāngata Whaikaha in Tech

A report on the barriers faced by underserved groups entering the tech sector was completed in the first quarter of 2023. Based on a broad literature review and preliminary stakeholder engagement carried out in 2022, the report summarises key barriers from the domestic level, through to education and the workplace. The report also makes high level recommendations to address these barriers and highlights current initiatives in place by community groups, government, iwi, industry and other organisations to improve diversity in the sector.

Findings from the report have informed subsequent research focusing on tāngata whaikaha. We still know very little about how tāngata whaikaha are participating in the tech workforce and education. Generally, there is a lack of industry or education provider data on their representation in tech and, to our knowledge, a lack of further research on how to address low participation. Qualitative research with people who identify as disabled or neurodiverse, as well as those working in industry, education and in support services, will be published during 2023–24.

Wellbeing and arts

The first of two research projects being undertaken by Motu Economic and Public Policy Research relating to arts and wellbeing is underway with the focus on the impact of employment within the arts sector on wellbeing. The analysis will conduct results on a variety of art sector definitions. Toi Mai expects to receive the final report at the end of July 2023. The second research project which will focus on the impact on wellbeing from participation within the arts and cultural sector aims to start in June/July 2023. The final will be published before June 2024.

Future of vocational education

Toi Mai is taking part in a cross-WDC project to look at the future of vocational education. This project is a collaboration across WDCs and with Tokona Te Raki to:

- map future mega trends out to 2040
- understand their impacts on our sectors through in-depth interviews with experts
- conduct wānanga with rangatahi and industry to work through the implications of these trends for vocational education. Expected completion date: September 2023.

Perceptions of the gig economy

The first component of the research focusing on perceptions of the gig economy has been undertaken, in collaboration with Creative New Zealand (CNZ). This involved inputting related questions into the latest creative professional profile survey, which has been completed.

These results will be used to conduct focus groups to further understand and validate perceptions of the gig economy. This will cover whether the gig economy has more downsides or benefits and challenges of the gig economy such as contracts, tax and income/work instability. The CNZ survey covered ideas for aiding with fluctuations in income and supporting creative professionals to thrive, such as improving business skills. Ideas will be tested within the focus groups to develop policy recommendations. Expected completion date: December 2023.

Shared Data Portal and Integrated Data Infrastructure

As one of six workforce development councils, Toi Mai data analysts have actively involved all mahi with the shared data platform (SDP) and Stats NZ's integrated data infrastructure (IDI). Toi Mai is building internal capability to use the IDI to generate insights on Toi Mai ākonga, workforce, industry and programme delivery. The data team will be able to deliver the following in 2023–24:

- We will maintain and expand the existing insight dashboard with new data from the IDI environment.
- We will work with Auckland University of Technology to build our understanding of the outcomes (including wellbeing) for our ākonga that use our programmes and qualifications.
- Finally, with more capacity built in the IDI environment, the data team will begin to use appropriate IDI datasets to fill gaps in areas that cannot be fulfilled with current data sources.

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