

# TOI MAI

PŪRONGO Ā-TAU  
ANNUAL REPORT  
2023



**TOI MAI**

Workforce  
Development  
Council

Publisher

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# Rārangi take

## Contents

<b>Timatanga kōrero</b>	<b>03</b>
<b>Introduction</b>	
Karakia	03
Te rangakōrero nā ngā rangatira o Toi Mai	05
Joint report	
<b>Mō tātou</b>	<b>07</b>
<b>About us</b>	
Hei tirohanga kōrero – At a glance	11
Hei tūtohu wātaka – Timeline	13
<b>Te whakatinanatanga o te Tiriti o Waitangi</b>	<b>15</b>
<b>Te Tiriti o Waitangi in practice</b>	
<b>Ngā whakaarotau o Te Moana-nui-a-Kiwa</b>	<b>19</b>
<b>Pacific priorities</b>	
<b>Te whakahaeretanga me ngā kawenga haepapa</b>	<b>23</b>
<b>Governance and accountability</b>	
<b>Ngā kaupapa matua</b>	<b>29</b>
<b>Major projects</b>	
<b>Te aronga haere ake nei</b>	<b>35</b>
<b>What's next</b>	
<b>He tauākī tutukinga ā-mahi</b>	<b>41</b>
<b>Statement of service performance</b>	
<b>Hei kitenga utunga</b>	<b>49</b>
<b>Financial statements</b>	
<b>Hei kupu āpiti</b>	<b>85</b>
<b>Supplementary information</b>	



## Karakia

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





# Te rangakōrero nā ngā rangatira o Toi Mai

## Joint report

E ngā rau rangatira mā tēnā koutou katoa  
Kāore e mutu ngā mihi ki tēnā ki tēnā o koutou ngā kaimahi tuatahi  
o Toi Mai i whakapau werawera i roto i te tau kua hori nei. Nā māua  
te maringanui ki te whakaarahi i a koutou katoa.

Toi Mai is the Workforce Development Council (WDC/Ohu Ahumahi) for Ngā Peka o Toi, the creative, cultural, recreation and technology industries of Aotearoa. Our aim is to support our industries to thrive by growing the skills that will lead to tens of thousands of new, well-paid jobs in some of New Zealand's fastest growing export sectors, a pipeline of talent and opportunity for rangatahi, and exciting work and training opportunities for underserved learners and mid-career changers. The tech sector alone is needing a further 30,000 jobs by 2030 based on current growth trends. With intentional public and private investment in skills development in the tech and createch industries, these numbers could grow even more.

In 2022–23 Toi Mai prioritised two major aspects of transformation. The first was becoming an organisation that 'walks the talk' when it comes to honouring te Tiriti o Waitangi in our mahi, processes and priorities, resourcing, relationships, governance and management. This led to Toi Mai being named a finalist for Ngā Āhuatanga o Te Tiriti Tohu at the 2023 Diversity Awards in the Small to Medium Organisation category. Toi Mai subsequently won this significant award post the end of the financial year.

The second aspect of transformation was our focus on discovery. With most Toi Mai industries new to the formal vocational education and training sector, we were disadvantaged on start-up in October 2021 with a lack of data about the size of our industry workforces, their growth aspirations and the skills gaps that need filling. Some of our Toi Māori industries and jobs are not even counted by New Zealand's occupation and industry classification systems, rendering them invisible to those making training investment, policy and provision decisions.

In 2022–23 we focused our work on plugging this gap by gathering baseline data and insights to support the Tertiary Education Commission (TEC) and providers to invest in and deliver qualifications and programmes that will match industry, iwi/hapū/whānau and Māori business needs. Next year, through our sectoral workforce development plans, our focus turns to developing national skilled workforce targets for our industries and aligned qualifications.

We are absolutely delighted with the positive industry feedback and endorsements we have received to date, including international recognition for *Te Wao Nui o Toi*, our first Workforce Development Plan for the below-the-line screen Sector published in March 2023, which won an Australian Good Design Gold Award for Design Research in September 2023.

Our successes could not have been possible without our Board and Te Kāhui Pou Executive Leadership Team continuing to lead the way through tumultuous periods of rapid change, nor without our kaimahi having the courage and adaptability to continue to complete mahi that has never been done for many of our industries.

Nā reira e hoa mā tēnā koutou, tēnā koutou, tēnā rawa atu koutou katoa.



*Alice Shearman*

**Alice Shearman**  
**Heamana Takirua**  
**Co-Chair**

*Kathie Irwin*

**Dr Kathie Irwin,**  
**MNZM**  
**(Ngāti Rakaipaaka,**  
**Ngāti Porou,**  
**Ngāti Kahungunu)**  
**Heamana Takirua**  
**Co-Chair**



*Tama Kirikiri*

**Tama Kirikiri**  
**(Te Whānau-ā-Apanui,**  
**Ngāti Konohi,**  
**Ngāti Rakaipaaka,**  
**Ngāti Kahungunu,**  
**Kāi Tahu)**  
**Poumatua**

*Claire Robinson*

**Dr Claire Robinson**  
**Te Tumu o Toi**  
**Chief Executive**

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# Mō tātou

## About us

**Toi Puaki**  
Expressive Arts



**Toi Pāho**  
Broadcast  
and Screen



**Toi Māori**  
Taonga Works  
and the Oral Arts







**Toi Whānui**  
Enabling Technologies



**Toi Ora**  
Sport, Recreation and  
Cultural Organisations



**Toi ā-Ringa**  
Art and Design

Toi Mai is one of six Workforce Development Councils stood up in October 2021 to give industry greater control over all aspects of vocational education and to ensure Māori and iwi would work in partnership with the Crown to deliver more equitable learning outcomes for ākonga (learners), as well as providing a stronger voice for Māori and iwi businesses, Pacific communities and other priority groups into the future provision of vocational education.

Toi Mai is the Ohu Ahumahi for Ngā Peka o Toi, our sectoral name for the creative, cultural, recreation and technology industries we represent in the vocational education and training system. Each sector is a peka (branch) of Te Wao Nui o Toi, an ecosystem in the manner of Te Wao Nui a Tāne.

Building trusted relationships and a strong evidence base underpinned the mahi of Toi Mai in 2022–23. We ensured we had the values and people in place to be a good Crown partner to Māori in the delivery of improved vocational education outcomes.

We commenced engagements with a wide range of industries, businesses, vocational education providers, Māori employers and Toi practitioners to ensure their needs directly drive our mahi and advice. We developed a research plan and structured methodology for collecting industry insights and data to ensure our work is evidence-based, strategically focused and informed by diverse worldviews and experiences. We fed our insights and findings into the work of government agencies, ensuring the voice of our industries contributes to government policy development and investment decisions.



Toi Mai kaimahi away day at Te Rau Karamu marae - Te Kunenga ki Pūrehuroa ki Pukeahu (Massey University, Wellington)





## Selected Toi Mai highlights in 2022–23

- Completed the development of one new and 23 reviewed qualifications and processed 23 programme endorsement applications
- Commenced the development of two new micro-credentials
- Engaged with Exercise employers, employees, peak bodies, graduates and providers in the review of 10 Exercise qualifications and 39 unit standards.
- Completed the review of 70 Hairdressing standards and listed new Hairdressing and Salon Skills unit standards to support the key Hairdressing qualifications
- Completed and published *Te Wao Nui o Toi*, the Toi Pāho (screen sector) Workforce Development Plan (WDP), and released the resulting Summary of Public Consultation and Action Plan
- Developed and circulated the Digital Technology skills survey (in conjunction with NZTech) and undertook initial engagements with large digital technology employers, the findings of which will help inform NZTech's Digital Skills report and help establish early insights for the Toi Whānui (Enabling Technologies) WDP
- Published research on *The Leaky Pipeline: Barriers for Women in Creative Technology Training in Aotearoa*, and *Ngā Whakakōroiroi: Exploring Hindrances in Createch for Māori, Pacific Peoples and Wāhine*
- Hosted workshops in Wellington and Christchurch circulating insights and best practice from the *Embracing Digital Transformation* report, and produced articles in conjunction with *The Spinoff* and *The Big Idea*
- Developed a programme for the delivery of six sector-specific workforce development plans by December 2024
- Established a Māori Caucus of the Toi Mai Board to advise the Board on how to create better outcomes for Māori learners in vocational education, which will work as part of Te Kāhui Ahumahi across the WDCs.

## Hei tirohanga kōrero At a glance

### Staff and Board location breakdown



45

Permanent staff members



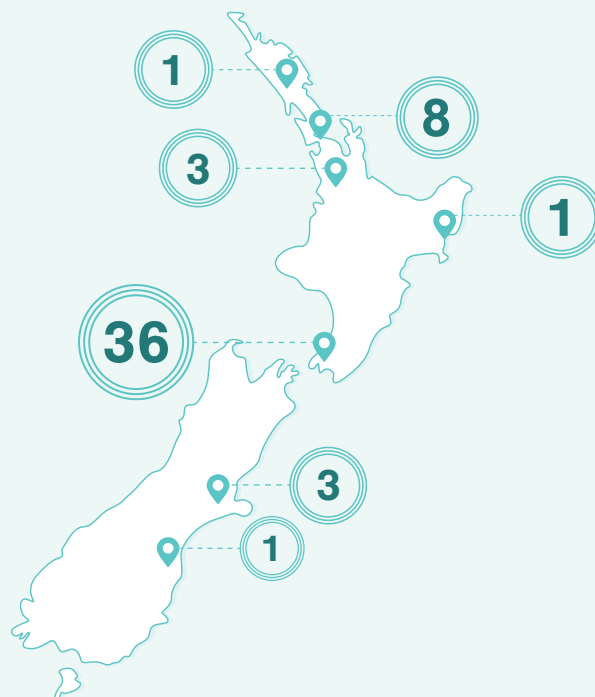
7

Board members

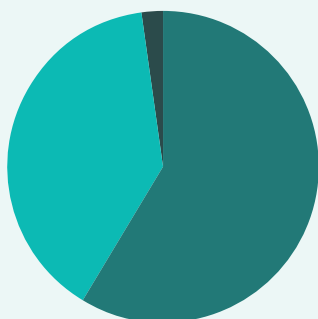


1

Contractor

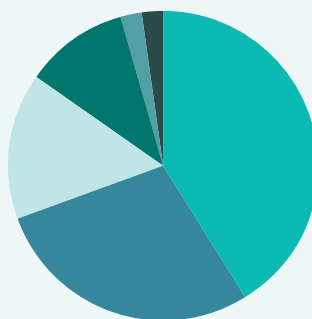


### Gender breakdown of Toi Mai kaimahi



- 27 Female
- 18 Male
- 1 Gender diverse

### Ethnicity breakdown of Toi Mai kaimahi



- 19 NZ European/Pākehā
- 13 Māori
- 7 Pacific Peoples
- 5 Asian
- 1 Middle Eastern/Latin American/African
- 1 Other

\*Toi Mai is using Level 1 Ethnic Groups for reporting



## Our impact – quality assurance stats



Assessments  
post-assessment  
moderated

2021-22	2022-23
1278	2069



Assessments  
pre-assessment  
moderated

2021-22	2022-23
325	407



Consent to  
assess applications  
processed

2021-22	2022-23
56	68



Programme support &  
endorsement applications  
processed

2021-22	2022-23
48	97



Toi Mai qualifications



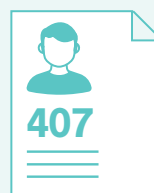
Toi Mai unit standards



Programmes  
leading to Toi Mai  
qualifications



Providers with  
programmes leading to  
a Toi Mai qualification



Schools reporting  
Toi Mai standards (as of  
end of December 2022)

## Engagement

Engagements with industries/businesses/  
independent earners/providers

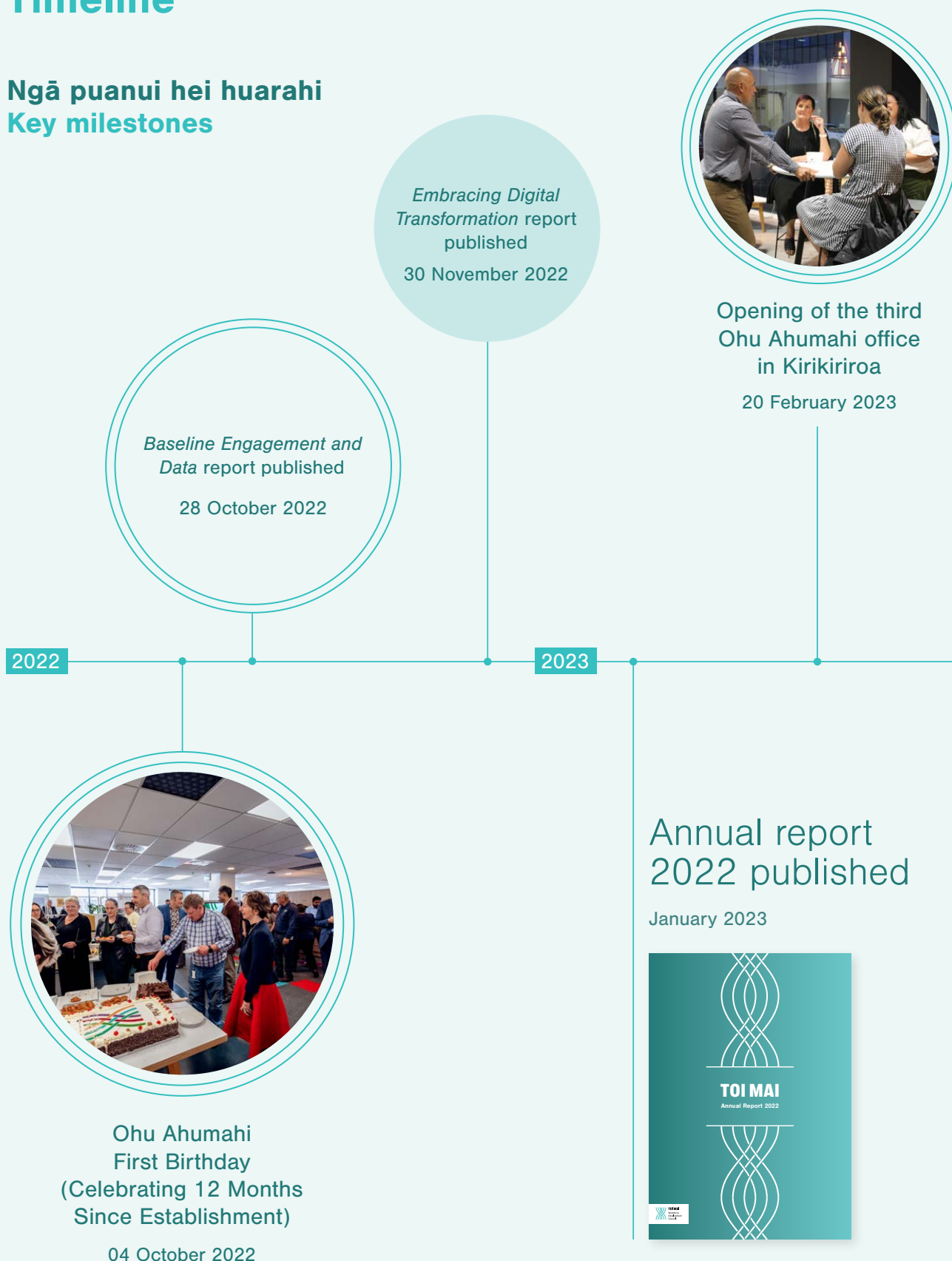
2021-22	2022-23
400 +	800 +

School and provider visits

2021-22	2022-23
18	23

# Hei tūtohu wātaka Timeline

## Ngā puanui hei huarahi Key milestones



*Te Tūmatakahuki o Toi Mai –  
Toi Mai Statement  
of Strategic Direction  
(2022–2025) published*

March 2023

*Investment  
Advice to TEC  
(April 2023)  
published  
May 2023*



Toi Mai named as finalist for  
Ngā Āhuatanga o te Tiriti Tohu,  
Diversity Awards NZ

07 June 2023



*Te Wao Nui o Toi  
(Toi Pāho capability  
and development plan)  
published*

09 March 2023

## Createch reports published

- *Ngā Whakakōroiroi: Exploring Hindrances in Createch for Māori, Pacific Peoples and Wāhine*
- *Barriers for Women in Creative Technology Training in Aotearoa*

29 May 2023





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# Te whakatinanatanga o te Tiriti o Waitangi

## Te Tiriti o Waitangi in practice



Ngarongoa Lentfer delivering an engaging kōrero on harakeke during the Toi Mai kaimahi noho marae at Te Rau Karamu marae –  
Te Kunenga ki Pūrehuroa ki Pukeahu (Massey University, Wellington)





We take pride in our culture. In 2022–23 Toi Mai continued to build its knowledge on how to apply the articles of te Tiriti o Waitangi to our everyday mahi, investing in time and culturally safe spaces for kaimahi to ask questions, learn and broaden the way we think, and carry out our projects.

### Kaimahi Māori represent

30%

of Toi Mai Ohu Ahumahi

4/7

members in Te Kāhui Pou –  
the Executive Leadership Team

4/7

members on the  
Toi Mai Board.





Successful partnership-leadership is practised at the Co-Chair level and at CEO–Poumatua level. The Co-Chairs of the Toi Mai Board work from a Tiriti centred model that creates the scope to draw on each of the three articles, namely, partnership, protection and participation.

Board members attended Tiriti Training in 2022–23 and have committed to an ongoing learning journey together. The Board developed a position on te Tiriti o Waitangi that will guide its governance practice and in June 2023 agreed to establish a Māori Caucus of the Board to advise the Board on how to create better outcomes for Māori learners in vocational education. The Caucus will work as part of Te Kāhui Ahumahi across the WDCs. Te Kāhui Ahumahi is the governance group made up of Māori members of all the WDCs that supports Ngā Ohu Ahumahi to honour, give effect to and embed te Tiriti o Waitangi and support Māori–Crown relationships as required by our legislation. Māori Toi Mai Board members have been part of Te Kāhui Ahumahi wānanga developing Tiriti practices throughout Ngā Ohu Ahumahi and establishing a framework for ongoing iwi engagement.

Toi Mai has Māori representation at all levels and across our Ngā Peka o Toi project teams, which enables Māori management of Māori matters by Māori subject matter experts, and embeds tikanga, te reo and mātauranga Māori in all that we do.

In June 2023 Toi Mai was selected as a finalist for the 2023 Diversity Awards in “Ngā Āhuatanga o Te Tiriti Tohu” Small to Medium Organisation category, in recognition of us being “an authentic and committed organisation which demonstrates from a tika and pono perspective achievements and ongoing work to reflect te Tiriti in their workplaces.”

For an organisation that is in its second year of operation, this is a great endorsement of our Tiriti centred Whanake Māori (Māori Development) journey.

A highlight for kaimahi was a noho marae at Te Rau Karamu marae in Wellington. For many, it was their first time staying overnight in a wharenuī. The programme included a walk-through and tour of the multi award-winning Te Rau Karamu Marae with Professor Ngātaiharuru Taepa, (Massey University) an impactful te Tiriti o Waitangi and decolonisation workshop with JJ Carberry from Te Ata Kura Educators, and a hands-on experience of learning the art of raranga with Toi Mai kaimahi, Ngarongoa Lentfer.





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# Ngā whakaarotau o Te Moana-nui-a-Kiwa Pacific priorities







## O Lupe Sa Vao Ese'Ese, Ae Ua Fuifui Fa'atasi

We are from different parts of the forest but connected in one cause.

As with the other Workforce Development Councils, Toi Mai is on a journey of transformation that leverages the Pacific workforce voice, improves equity opportunities for Pacific learners and guides the strategic pathway towards a mana enhancing relationship with Pacific peoples. High-level solutions currently in development for Pacific peoples include:

- Ohu Ahumahi wide strategic outcomes framework for Pacific peoples aligned with national strategies, such as the Ministry for Pacific Peoples' Lalanga Fou report, the Pacific Wellbeing strategy and the Pacific Employment Action Plan currently being developed
- Stakeholder mapping for Pacific peoples' engagement across Ohu Ahumahi and the identification of gaps, with best practice for management of relationships with industry, Pacific businesses and communities that is culturally responsive and respectful
- Pacific staff repository that will capture skills, expertise and networks both internal and external, building the cultural capability within Ohu Ahumahi.

To deliver on this in 2022–23, Toi Mai built up our Pacific staff capability to 7/46 (15%).

For most of this year Toi Mai has had a Pacific Board member on the Pacific Fono governance group comprising WDC Board members of Pacific heritage. The Pacific Fono is a collective voice that provides strategic leadership across Ohu Ahumahi. Its purpose is to ensure that the WDC ecosystem is delivering on its obligations to help Pacific earners and their families.

Throughout 2022–23 Toi Mai conducted targeted consultations with Pacific communities to ensure insights from our Pacific businesses directly inform our qualification and workforce development priorities. For the Toi Puaki (Expressive Arts) WDP, three Creatives Talanoa were held across the country (Ōtāhuhu, Ōtautahi and Porirua) to gather insights from Pacific communities and industries that will feed into new qualification and investment advice.

In March 2023 Pacific staff from all WDCs attended the inaugural Pacific Staff Fono in Wellington. Out of the Fono grew a network that collectively mobilises and maximises our Pacific staff strengths, talents and commitment for transformation of the vocational education system in the interests of Pacific learners, industry and communities.



Photo taken of creatives and leaders within the Pacific community alongside Toi Mai kaimahi at the Creatives Talanoa in Porirua





Toi Mai kaimahi at the inaugural Ōhū Ahumahi Pacific staff fono



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# Te whakahaeretanga me ngā kawenga haepapa Governance and accountability



Stu Potter speaking to the Toi Mai Board at Te Poho-o-Rāwiri marae in Tūranganui-a-Kiwa, Te Tairāwhiti.





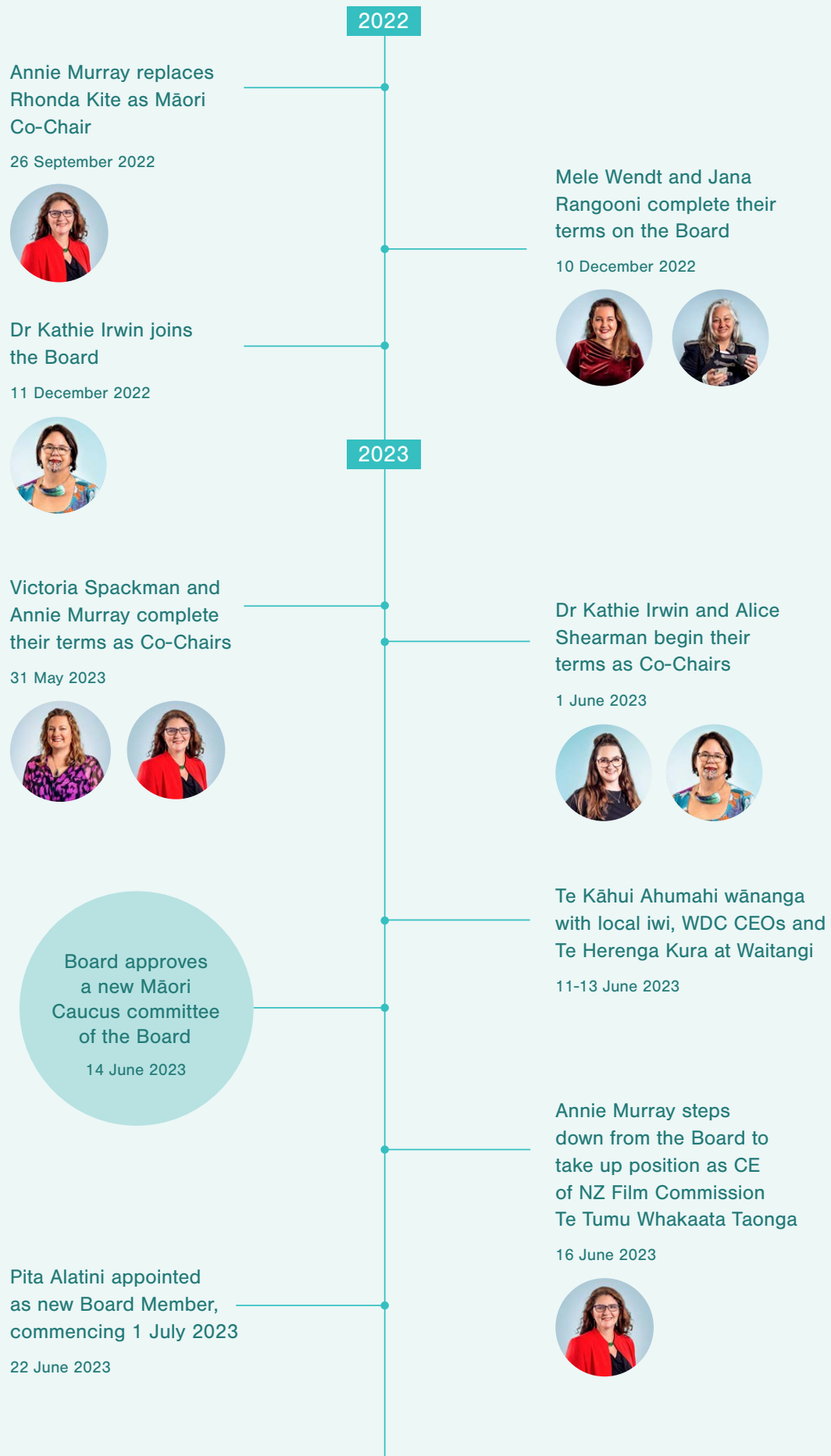


Throughout 2022–23, the Toi Mai Board focused on establishing the processes by which it would provide strategic oversight to the organisation and discharge its governance accountabilities. This included:

- approving the first Statement of Strategic Direction
- approving a Governance Charter
- moving to six weekly Board meetings and quarterly Committee meetings
- establishing a skills matrix and processes for new Board appointments and induction
- identifying the management deliverables for regular reporting against the statement of strategic direction, and paper reporting templates
- conducting its first Board Evaluation
- developing a professional education programme, including Board coaching and te Tiriti o Waitangi education
- continuing to contribute to the goals and work programme of Te Kāhui Ahumahi
- regularly reviewing internal and external audit recommendations and CE and Board sensitive expenditure
- approving a new Māori caucus
- building a strategic and trusting relationship with CEO.



**(Left to right):** Richard Beddie, Rhonda Kite, Dr Kathie Irwin, Alice Shearman, Victoria Spackman, Barry Soutar and Pita Alatini at Te Poho-o-Rāwiri marae in Tūranganui-a-Kiwa, Te Tairāwhiti.



Name (Role)	Committee	Term start date	Term end date	Fee received*	Board meetings attended**	Appointed by
<b>Alice Shearman</b> Board Member Co-Chair from 1 June 2023	Chair of People & Culture	11 June 2021	10 June 2024	\$35,250	9	Minister of Education
<b>Annie Murray</b> Board Member Co-Chair from 26 September 2022 to 31 May 2023;	Te Kāhui Ahumahi  People & Culture	11 June 2021	Resigned 16 June 2023	\$49,242	8	Minister of Education
<b>Barry Soutar</b> Board Member	Te Kāhui Ahumahi  Finance, Audit & Risk from 11 December 2022	11 June 2021	10 June 2024	\$30,000	8	Minister of Education
<b>Jana Rangooni</b> Board Member to 10 December 2022	Finance, Audit & Risk to 10 December 2022	11 June 2021	10 December 2022	\$13,306	5 to end of term	Minister of Education
<b>Dr Kathie Irwin</b> Board Member from 11 December 2022; Co-Chair from 1 June 2023	Te Kāhui Ahumahi  People & Culture from 11 December 2022	11 December 2022	11 December 2025	\$19,073	4 since appointed	The Board
<b>Mele Wendt</b> Board Member to 10 December 2022	People & Culture to 10 December 2022  Fono Chair to 10 December 2022	11 June 2021	10 December 2022	\$12,500	3 to end of term	Minister of Education
<b>Rhonda Kite</b> Board Member Co-Chair to 26 September 2022	People & Culture  Te Kāhui Ahumahi	11 June 2021	10 June 2024	\$37,083	10	Minister of Education
<b>Richard Beddie</b> Board Member	Chair of Finance, Audit & Risk	11 June 2021	10 June 2024	\$33,000	8	Minister of Education
<b>Victoria Spackman</b> Board Member Co-Chair to 31 May 2023;	Finance, Audit & Risk	11 June 2021	10 June 2024	\$57,500	9	Minister of Education

\* Fee received in this financial year.

\*\* Board meetings in this financial year (10 in total).





Maui Tangohau, Director of Te Matatini at Te Poho-o-Rāwiri marae in Tairāwhiti.

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# Ngā kaupapa matua

## Major projects



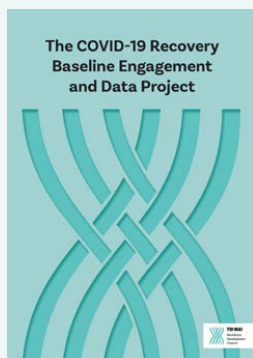
From the Embracing Digital Transformation (EDT) project, Tom Sainsbury, Chris Parker, Janaye Henry and Theo Shakes were on board to help with 'The Digital Conversation' events which brought together inspiring groups of creatives to share their stories and challenges on how they adapted to the COVID-19 lockdowns.







In 2021–22, Toi Mai received TEC COVID-19 Response funding for four projects that enabled us to accelerate learning about key sectors and prioritise needs and work programmes post-pandemic.



### Baseline Data and Engagement (BED) project

Funding received

**\$607,107**

Published:

**October 2022**



### Embracing Digital Transformation (EDT) project

Funding received

**\$350,000**

Published:

**November 2022**



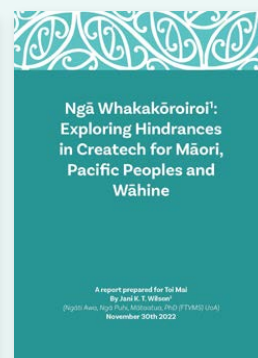
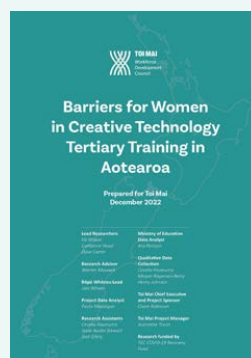
### Toi Pāho Workforce Capability and Development Plan

Funding received

**\$600,000**

Published:

**March 2023**



### Createch Leaky Pipeline reports

Funding received

**\$140,179**

Published:

**May 2023**

## 1. Baseline Data and Engagement (BED) project

In October 2022, Toi Mai completed the [Baseline Engagement and Data \(BED\) project](#) with additional data provided by Scarlatti Ltd and published an online dashboard of [Stats NZ IDI data](#) on our sector. The BED project was responsible for segmenting Toi Mai industries into Ngā Peka o Toi and prioritising the order of our first workforce development projects.

## 2. Embracing Digital Transformation (EDT) project

In November 2022, Toi Mai published the [Embracing Digital Transformation \(EDT\) Project report](#) on the Toi Mai website. This was qualitative research into the online pivot forced upon five Toi Mai industries (comedy, personal training and fitness instruction, dance instruction, kapa haka and Polyfest) when the COVID-19 lockdowns and alert level settings made face-to-face and in-person delivery not possible.

Testing new ways of information dissemination to our industries, the report was socialised through workshops with the comedy sector and through a set of commissioned articles in The Spinoff. The insights gathered in the research will be used to inform future qualification development.



Tom Sainsbury and Chris Parker at the Toi Mai hosted event – *The Digital Conversation: a morning of panel discussions for the arts industry.*

## 3. Fixing the Leaky Pipeline: how to improve participation rates for Māori, Pacific people and wāhine in the creative technology workforce in Aotearoa

Research commissioned by Toi Mai and conducted by Massey University has highlighted significant barriers for wāhine, Māori and Pacific people in creative technology (Createch) education and training. The research identified a significant drop in young wāhine, Māori and Pacific people studying related subjects between secondary and tertiary levels, diverting them from valuable creative technology career pathways and perpetuating a sector-wide gendered and homogenous division of labour.

Data gathered shows that in year 13, there is strong representation of women in creative technology subjects, but the average percentage of women across these subjects moving onto tertiary study (levels 5–7) is below 40%. That statistic is even lower for Māori and Pacific learners. The game development industry demonstrates the impact of this, with only



# 25%

of the workforce  
identifying as female and



# 3%

being made up of Māori  
and Pacific peoples  
who comprise around  
25% of the population  
of Aotearoa

(source: NZ Interactive Media Survey 2022).

Barriers contributing to this “leaky pipeline” of diverse talent include:

- a lack of visibility of wāhine, Māori and Pacific people working in the sector meaning many do not see Createch as a viable career pathway
- a lack of clarity about the pathways young women need to take through secondary school education to lead onto vocational or tertiary education in these subjects
- systemic biases towards non-male and non-Pākehā perspectives and contributions in the tech sector subject areas
- narratives about the sector being ‘unsafe’ for women meaning students are often directed off this path regardless of talent – by careers advisors, teachers and often their own families.

To tackle these challenges, there is much work to be done by Toi Mai in collaboration with schools, training providers, industry and government agencies.

The research can be accessed on our website [www.toimai.nz/publications/createch-reports](http://www.toimai.nz/publications/createch-reports)



#### 4. Te Wao Nui o Toi – the Toi Pāho below-the-line workforce capability and development plan

In December 2022, Toi Mai delivered [Te Wao Nui o Toi Workforce Development Plan](#), a project undertaken in partnership with Assurity Consulting. The research produced an articulate report informed by te ao Māori and containing industry-led narratives about Toi Pāho, its workforce and training needs, and an initial set of taunaki or recommendations for further industry consultation. Public consultation on the report’s findings was conducted April/May 2023 and an action plan developed providing a road map to guide our work over the next year.

Actions to have already come out of the project include:

- the NZ Diplomas in Screen Production (Levels 5 and 6) have been reviewed and re-listed, and providers are now updating their programmes
- skill standards for a variety of below the line roles being developed with industry, with the aim to collectively build towards a new New Zealand Certificate in Screen Skills (Level 4). A case study with a production in Hawke’s Bay in early 2024 will offer the opportunity to test the content and delivery of these standards and the collaboration this requires between industry, productions, providers and government, so that it can be rolled out nationally
- conversations have begun with relevant government and industry bodies to build networks and enhance collaborative mahi, relevant to the priorities identified
- ongoing examination of sectoral crossover in skills training with the Toi Puaki and Toi Whānui peka, such as contracting/gig economy, wellbeing in the workplace, cultural competency, tech production, soft skills, and management skills
- further investigation into the pros and cons of a similar platform to UK Screen Skills being developed in New Zealand
- further investigation into how the sector could become more cohesive in its evolution towards a New Zealand wide and inclusive Screen Industry of Aotearoa.







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# Te aronga haere ake ne

## What's next

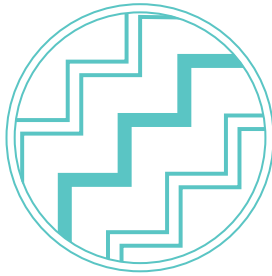






## Ngā whakaarotau matua Priorities for 2023–24

In 2023–24 Toi Mai will be focused on:



Moving the organisation from start-up to a mature state



Growing kaimahi and Board te Tiriti o Waitangi capability to further embed tikanga, te reo and mātauranga Māori in Toi Mai mahi



Ensuring the long-term financial sustainability of Toi Mai



Plugging missing qualitative and quantitative information and data gaps about our sectors



Making significant progress on our peka workforce development plans and implementation plans



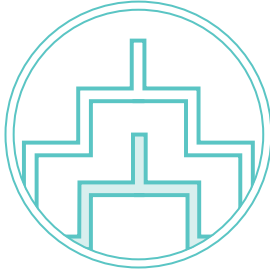
Understanding the extent of our powers to convene communities



Recommending changes to industry  
policy and infrastructure settings



Transforming our approach  
to quality assurance



Revising, expiring and developing  
new standards and qualifications to  
meet industry needs



Improving communications  
to industry and providers



Ensuring our advice to TEC is based  
on increasingly robust evidence  
and insights



Supporting Toi Mai pathway transitions  
from secondary school into vocational  
education, training and employment



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# He tauākī tutukinga ā-mahi

## Statement of service performance







MAKAHIKA OPC

## HIGH ROPES COURSE

**DANGER** - do not enter without a MOPC Instructor  
This course contains hazards and is not to be used without  
supervision provided by a qualified industry expert.

Sally Duxfield - Director MOPC



# He tauākī tutukinga ā-mahi

## Statement of service performance 2022–23

### Ngā hua whakatupu a Toi Mai

#### Our vision

A strong, unified and sustainable vocational education system that is fit for the future of work and delivers the skills that ākonga (learners), employers and communities need to thrive.

### Te aronga o Toi Mai

#### Our purpose

To be the independent voice of Ngā Peka o Toi (the creative, culture, recreation and technology industries) in the vocational education and training system.

### Ngā ahi a Toi Mai

#### Our core functions

The functions that enable us to achieve our outcomes are:

Honouring te Tiriti o Waitangi	<ul style="list-style-type: none"> <li>to contribute to an education system that honours te Tiriti o Waitangi and supports Māori–Crown relations.</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>to provide skills and workforce leadership for the specified industries by identifying their current and future needs and advocating for those needs to be met through working with the industries and with schools, providers, regional bodies and the Government</li> </ul>
Endorsing programmes and moderating assessment	<ul style="list-style-type: none"> <li>to decide whether to endorse programmes developed by providers and carry out moderation activities in relation to any standards and capstone assessments we set</li> </ul>
Advisory and representative role	<ul style="list-style-type: none"> <li>to provide employers with brokerage and advisory services approved by the TEC</li> <li>to advise the TEC: <ul style="list-style-type: none"> <li>about its overall investment in vocational education and training</li> <li>about the mix of vocational education and training needed for one or more specified industries in the manner required by TEC and to represent the interests of the specified industries</li> </ul> </li> </ul>
Developing and setting standards, capstone assessments and qualifications	<ul style="list-style-type: none"> <li>to develop, set and maintain skill standards</li> <li>to develop and maintain industry qualifications for listing on the Qualifications and Credentials Framework and to maintain qualifications for which we have become the qualifications developer</li> <li>to develop and maintain micro-credentials</li> <li>to develop and maintain national curricula for qualifications for which we are responsible as a standard-setting body</li> <li>to develop, set and maintain capstone assessments based on the needs of the specified industries</li> </ul>
Impact	<ul style="list-style-type: none"> <li>to provide stronger leadership for industry and regions and stronger voice for learners in the VET system.</li> </ul>



## Toi Mai performance from 1 July 2022 to 30 June 2023

**Honouring te Tiriti o Waitangi:** We seek to ensure te tirohanga, whanake and mātauranga Māori underpin the new vocational education and training ecosystem.

What does success look like?	What we achieved 2022–23	What we achieved 2020–21	Intended impact
The vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development.	<p>Toi Mai was named a finalist for Ngā Āhuatanga o Te Tiriti Tohu at the 2023 Diversity Awards in the Small to Medium Organisation category in June 2023 in recognition of us being “an authentic and committed organisation which demonstrates from a tika and pono perspective achievements and ongoing work to reflect te Tiriti in their workplaces.” Toi Mai subsequently won this significant award post the end of the financial year.</p> <p>The Toi Pāho (Broadcast and Screen Sector) Workforce Development Plan incorporated the views of Māori industry leaders, screen-sector workers and learners. It is framed through a narrative, Te Wao Nui o Toi, that enables us to contextualise our mahi through a thriving ecosystem embedded in te ao Māori.</p>	An operating model and workplace culture which supports and encourages all staff to honour te Tiriti o Waitangi.	Mātauranga Māori and kaupapa Māori approaches drive success in education, training and qualifications
Other information	<p>Kaupapa Māori approaches comprising tikanga and kawa practices are integrated across Ngā Peka o Toi workstreams. Internal workstreams are strengthened through the development and delivery of wānanga and talanoa to ensure cultural competencies are embedded in our mahi.</p> <p>An equity and Tiriti o Waitangi focused programme endorsement matrix is being operationalised.</p> <p>We are growing our connections with Māori business owners through interacting with Iwi and regional Māori business support networks across the motu.</p> <p>Toi Mai had a presence with Toitū Te Waiora at Te Matatini 2023, to raise awareness among kapa haka enthusiasts and other toi practitioners of our mahi, collect data and engagement contact details to inform the Toi Māori Workforce Development Plan.</p> <p>External iwi engagements include interaction with the Office of the Kiingitanga, Waikato Raupautu Land's Trust and Te Rūnanga o Ngāti Toa Rangatira, the Toiara conference, the National Whakairo hui. Participated at Waikato Tainui Puna Pakihi and He Toronga Pakihi o Taranaki Māori Business networking events.</p> <p>Regular engagements with TEC regarding the creation of Kaupapa Māori Occupation profiles for Tahatū (TEC's career platform).</p>		

## Ngā mahi a Toi Mai

### Our core functions

What does success look like?	Indicator of success	Intended impact	What we achieved 2022–23
<b>Skills leadership</b>			
<ol style="list-style-type: none"> <li>Workforce development plans/strategies are: <ul style="list-style-type: none"> <li>grounded in high quality evidence, data and analysis</li> <li>endorsed by industry</li> <li>demonstrate engagement with Māori partners</li> <li>contain regional insights</li> <li>identify current and future workforce needs of industry</li> </ul> </li> <li>Toi Mai is recognised by industry, government and providers as an expert in our sectors.</li> </ol>	<p>Six sectoral Workforce Development Plans (WDPs) are completed and published by the end of 2024.</p> <p>Support and endorsement from industry that the WDPs reflect their needs and aspirations.</p>	<p>WDPs are the primary channel for providing evidence (insights and data) about industry skills and workforce needs and support.</p> <p>WDPs underpin activities in the Toi Mai Operational Plans and Statement of Strategic Direction.</p> <p>WDPs, commissioned and internal research guide our advice on vocational education and training funding to the Tertiary Education Commission (TEC), as well as drive the development of qualifications, standards and micro-credentials</p>	<p>Completed and published our first sector specific Workforce Development Plan for Toi Pāho in December 2022 <a href="https://toimai.nz/wp-content/uploads/2023/06/FINAL_Te-Wao-Nui-o-Toi.pdf">https://toimai.nz/wp-content/uploads/2023/06/FINAL_Te-Wao-Nui-o-Toi.pdf</a>. Consultations with the wider sector in April 2023 informed an action plan for implementation in 2023–24. Insights from the WDP informed a submission to MBIE on the review of the New Zealand screen production grant in December 2022 and our advice to TEC in April 2023.</p>
Other Information	<p>Created a timetable for the production and completion of our first six sector specific WDPs in 2023–24.</p> <p>Work commenced in 2022–23 on our second WDP for Toi Puaki (expressive and performing arts) and third WDP for Toi Whānui (enabling technologies), both due for completion in early 2024.</p>		



What does success look like?	Indicator of success	Intended impact	What we achieved 2022–23
3. Collaboration is occurring with WDCs on matters of common interest	Evidence that collaboration is occurring with WDCs on matters of common interest.	<p>WDC collaboration increases the collective impact to improve vocational education and training.</p> <p>WDC collaboration will have greater impact through shared resources and capability than if the WDCs worked independently.</p>	<p>At governance level Board members collaborate regularly through Co-Chairs hui, te Kāhui Ahumahi and the Pacific Fono. At operational level, CEOs, General Managers and Poumatua/Manukura (Te Herenga Kura) meet regularly on matters of common interest.</p> <p>Vocational education and workforce data is collected on a shared central platform, Te Mata Raraunga. Launched on 30 June 2023 the platform contains consistent and accurate vocational education and workforce data at an iwi, regional and national level for each WDC sector. Collaboration across Ohu Ahumahi and the different entities within the vocational education system is at the forefront of the kaupapa of the Te Mata Raraunga. Analysts from each WDC have been involved in scoping and checking the information for each WDC and the RSLGs. There is also an Ohu Ahumahi governance group that will continue to monitor the development of the tool.</p> <p>The Pacific Fono met ten times in the 2022–23 financial year.</p>
Other information	<p>Continuous improvement is being made to Aka Kōrero – the shared Customer Relationship Management system. General Managers across WDCs collaborate to inform the improvements and agree on engagement KPIs.</p> <p>Kaimahi Māori from across ngā Ohu Ahumahi had a noho marae in Rotorua in October 2022.</p> <p>A Pacific staff Fono took place in Wellington in March 2023.</p> <p>Joint provider engagement takes place with Te Pūkenga, Wānanga, PTEs. Affiliated (ITENZ members) and non-affiliated PTE meetings meeting on a quarterly basis.</p> <p>RSLG and WDCs are coordinating advice to TEC for the 2025 funding year.</p> <p>Te Pūkenga and WDCs have participated in multiple meetings with Te Wānanga o Aotearoa.</p> <p>Ohu Ahumahi are continuing efforts to re-establish a regular Qualifications and Standards and Quality hui and engagement with Te Pūkenga senior leaders.</p> <p>Giving cross WDC effect to te Tiriti o Waitang includes joint approaches to iwi and hapū engagement, a shared strategy for te reo me ngā tikanga Māori and mātauranga Māori – developing a set of overarching descriptors and broad guidelines for use across all Ohu Ahumahi. Collaboration is taking place across ngā Ohu Ahumahi to engage collectively with Iwi to identify Iwi vocational needs.</p> <p>Ohu Ahumahi signed a Memorandum of Collaboration with the New Zealand Defence Force on 16 May 2023. The MoC provides a framework for the WDCs and the NZDF to contribute to productive and valued outcomes in vocational training and education.</p>		

What does success look like?	Indicator of success	Intended impact	What we achieved 2022–23									
Developing and setting standards, capstone assessments and qualifications												
4. Standard setting sets expectations on providers for relevance of qualification and programme delivery for industry, iwi and learners, particularly those underserved.	Number of engagements with the sector (goal to be set for 2023–24)	A high-quality framework with qualifications, skills standards and micro credentials that support workforce capability and transferability of skills.	5-year qualification workplan published. This includes a mix of scheduled reviews and new developments identified and prioritised through our WDP processes.  Facilitated 57 Te Puna Whāngai/ advisory group meetings to help develop and review qualifications and standards and participated in 125 engagements with industry stakeholders. This includes three Talanoa to meet with a wide range of Pacific Creatives and Screen and Exercise industry Wānanga.									
5. Standards and qualifications meet the needs of the sector.	Percentage of standards and qualifications that are current (goal to be set for 2023–24)		During 2022–23 Toi Mai has worked with industry and providers to complete the following qualification projects:  <table><tr><th>Project type</th><th>Total</th></tr><tr><td>Unit standards reviewed</td><td>98</td></tr><tr><td>Unit standards developed</td><td>25</td></tr><tr><td>Qualifications reviewed</td><td>34</td></tr><tr><td>New qualifications developed</td><td>3</td></tr></table> As of 30 June 2023: <ul style="list-style-type: none"><li>76% of 165 Toi Mai qualifications are current.</li><li>82% of 1047 Toi Mai standards are current.</li></ul>	Project type	Total	Unit standards reviewed	98	Unit standards developed	25	Qualifications reviewed	34	New qualifications developed
Project type	Total											
Unit standards reviewed	98											
Unit standards developed	25											
Qualifications reviewed	34											
New qualifications developed	3											
Other information	This includes the following completed projects with ngā puna whāngai (advisory groups):  Toi Pāho <ul style="list-style-type: none"><li>Review of Communications Media, Radio Broadcasting and Journalism qualifications x6 that resulted in expiry of some qualifications and development of 2 new qualifications in Content Creation at L4 and L5</li><li>Review 2x Screen Production qualifications to include more industry required context and content.</li></ul> Toi Puaki <ul style="list-style-type: none"><li>Development of a new NZC in Applied Software Development (L6)</li><li>Early review of NZD in Cyber Security L6 in response to industry requests to update the qualification.</li><li>Development of a new NZC in Piano Tuning Technician L4.</li></ul> Toi Whānui <ul style="list-style-type: none"><li>Development of a new NZC in Applied Software Development (L6)</li><li>Early review of NZD in Cyber Security L6 in response to industry requests to update the qualification.</li></ul> Toi Ora <ul style="list-style-type: none"><li>Expiry of no- or low-use standards in Equine, Parks, Snowsport, Outdoor Recreation and Exercise</li><li>Transfer of 2x Driving standards to Hanga-Aro-Rau</li><li>Review of 1x Avalanche unit standard</li><li>Review of 2x Construction Diving qualifications</li><li>Receipt of 5x Library and Information Studies, Heritage and Records Management qualifications from Te Pūkenga</li><li>Review 3x Exercise qualifications completed with 7 more qualifications due to be listed with NZQA in July 2023.</li></ul> Toi ā-Ringa <ul style="list-style-type: none"><li>Review of 70 hairdressing unit standards.</li></ul>											



What does success look like?	Indicator of success	Intended impact	What we achieved 2022–23												
Core function: Endorsing programmes and moderating assessment															
6. Programme endorsement ensures industry needs are met and equity is improved for all learners to obtain industry-endorsement qualifications.  7. Provider programmes are endorsed in a timely manner, while being careful not to limit innovation and ensuring providers are free to appropriately contextualise learning (to meet learner, regional and cultural needs).	Percentage of programme endorsement applications processed within the specified SLA timeframes (goal to be set for 2023–24)	Industry has confidence in the quality of our qualifications.	<table><thead><tr><th>Statistic</th><th>2022–23</th><th>2021–22</th></tr></thead><tbody><tr><td>assessments post-assessment moderated</td><td>2069</td><td>1278</td></tr><tr><td>assessments pre-assessment moderated</td><td>407</td><td>325</td></tr><tr><td>consent to assess applications processed</td><td>68</td><td>56</td></tr></tbody></table> <p>Toi Mai participated in 16 NZQA consistency review events.</p> <p>86% of programme endorsement applications completed within 20-day service level agreement timeframe.</p>	Statistic	2022–23	2021–22	assessments post-assessment moderated	2069	1278	assessments pre-assessment moderated	407	325	consent to assess applications processed	68	56
Statistic	2022–23		2021–22												
assessments post-assessment moderated	2069		1278												
assessments pre-assessment moderated	407	325													
consent to assess applications processed	68	56													
8. External moderation is applies national standards and ensures greater consistency of graduate outcomes.  9. Moderation activities identify where learners may be disadvantaged by assessment practices and steps are taken to address this.	Number of moderation plan activities delivered (goal to be set for 2023–24)  Positive feedback from NZQA	<table><thead><tr><th>Statistic</th><th>2022–23</th><th>2021–22</th></tr></thead><tbody><tr><td>Programme support &amp; endorsement applications processed</td><td>97</td><td>48</td></tr><tr><td>school and provider visits</td><td>23</td><td>18</td></tr></tbody></table> <p>Toi Mai has developed a full Quality Management System to document our processes for post moderation, pre-moderation, consent to assess, and programme endorsement.</p> <p>Our National External Moderation (NEM) Report was submitted to NZQA on 18 May 2023. NZQA’s response had not been received by the end of the financial year.</p> <p>We completed a review of our NZQA Consent and Moderation Requirements (CMR099).</p>	Statistic	2022–23	2021–22	Programme support & endorsement applications processed	97	48	school and provider visits	23	18				
Statistic	2022–23	2021–22													
Programme support & endorsement applications processed	97	48													
school and provider visits	23	18													
Other information	<ul style="list-style-type: none"><li>• Development of skill standards for workplace-based projects in Toi Whānui (IT Support L5) and Toi Pāho (Screen L3) and Toi Ora (Exercise L4) in response to industry and provider demand.</li><li>• Review of Make-up qualifications x3, Exercise qualifications x7, Waka Ama unit standards x2, Museums unit standards x16, Performing Arts qualifications x16, Outdoor Rec qualifications x7 and 50+ unit standards.</li><li>• Toi Mai actively participated in Te Rāngai Ohu Mahi – Paerewa Ako me te Marautanga ā-motu – Skill Standards and ‘National Curriculum’ Working Group during 2022–23, and Toi Mai provided sample skill standards for education sector wide consultation.</li><li>• We worked with VET participants to identify priority micro-credentials, and these are in development for: screen, business skills for creatives, exercise fundamentals, digi-tech entrepreneur, tech foundation skills and community leadership.</li></ul> <p>We provided micro-credential support to providers for 12 new micro-credentials in the Toi Whānui (Enabling Technologies) sector.</p>														

What does success look like?	Indicator of success	Intended impact	What we achieved 2022–23
Core function: Advisory and representative role			
10. Advice reflects the evidence base and needs of the sector as set out in our Workforce Development Plans and provides leadership in resolving skill and workforce issues.  11. Our advice to TEC can be used by the Commission to make investments in vocational education that meet our sectors' needs.  12. Advice leads to: <ul style="list-style-type: none"><li>• areas of vocational education critical to the sector receiving appropriate funding mix of provision reflecting the needs of the sector</li><li>• key initiatives to build the capability of providers in critical areas being funded.</li></ul>	Advice to TEC provided by prescribed deliverable date.  Positive feedback from TEC.	Comprehensive Investment Advice to TEC reflects the evidence base and needs of Ngā Peka o Toi and provides leadership in resolving skill and workforce issues.  Advice to industry, providers and learners is endorsed by the sector and is being acted on.	Our <a href="#">Investment Advice to TEC</a> for the 2024 academic year was provided to TEC on 6 April 2023. The advice has been published on our website.  The following feedback was given from TEC "We can see evidence of significant engagement and a much more in-depth understanding of educational products available, and the changes needed to them. Your advice has informed our published investment priorities for 2024."
Other Information	The following engagement activities have occurred over the last year to support the development of the WDPs: <ul style="list-style-type: none"><li>• Toi Pāho = 229</li><li>• Toi Puaki = 188</li><li>• Toi Ora = 385</li><li>• Toi Whānui = 371</li><li>• Toi ā-Ringa = 94</li><li>• Toi Māori = 36</li></ul>		
Core function: Impact			
Confidence of industry that WDC leadership is stronger and more impactful	Three WDCs (Muka Tangata, Ringa Hora and Toi Mai) have commissioned Allen + Clarke to undertake a qualitative review of industry confidence in the three WDCs. Through this process a set of ongoing performance metrics will be developed for use by all the WDCs and TEC that capture industry perspectives on WDC performance, delivery of vocational education and required workforce skills. The final report and implementation plan are estimated to be delivered to Toi Mai in late October 2023.  The final report and implementation plan are estimated to be delivered to Toi Mai on 30 September 2023.		





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# Hei kitenga utunga Financial statements







## Independent auditor's report



BDO Wellington Audit Limited

To the readers of Toi Mai Workforce Development Council's financial statements and statement of service performance for the year ended 30 June 2023

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

### Opinion

We have audited:

- the financial statements of the Council on pages 55 to 84, that comprise the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Council on pages 41 to 47.

In our opinion:

- the financial statements of the Council on pages 55 to 84:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2023; and
    - its financial performance and cash flows for the year then ended; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the statement of service performance on pages 41 to 47:
  - presents fairly, in all material respects, the Council's service performance achievements as compared with the forecast outcomes included in the investment plan for the year ended 30 June 2023; and
  - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 24 October 2023. This is the date at which our opinion is expressed.

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

### Basis for our opinion

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

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

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

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

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

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





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

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

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

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

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

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

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

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

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

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



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

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

Our responsibilities arise from the Public Audit Act 2001.

### Other information

The Council is responsible for the other information. The other information comprises the information included on pages 1 to 38, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

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

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

### Independence

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

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

**Geoff Potter**

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



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## Statement of responsibility

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

In the Board's opinion:

The Statement of Performance fairly reflects the performance of Toi Mai for 1 July 2022 to 30 June 2023.

The Financial Statements fairly reflect the financial position and operations of Toi Mai for 1 July 2022 to 30 June 2023.

Signed by:



**Alice Shearman**  
Heamana Takirua  
Co-Chair  
24 October 2023



**Dr Kathie Irwin, MNZM**  
Heamana Takirua  
Co-Chair  
24 October 2023



**Dr Claire Robinson**  
Te Tumu o Toi  
Chief Executive  
24 October 2023

## Statement of comprehensive revenue and expense

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

All in \$000s	Note	Actual 2023	Budget 2023	Actual 2022
<b>Revenue</b>				
Government funding	2	8,740	8,741	7,436
Grants funding	2	1,051	845	703
Interest revenue	2	53	22	-
<b>Total revenue</b>		<b>9,844</b>	<b>9,608</b>	<b>8,139</b>
<b>Expenditure</b>				
People related expenses	3	5,967	6,296	2,602
Hāpaitia Limited - Shared Council services	3	1,604	1,812	927
Administration and other expenses	3	1,887	1,857	932
<b>Total expenditure</b>		<b>9,458</b>	<b>9,965</b>	<b>4,461</b>
<b>Surplus/(Deficit)</b>		<b>386</b>	<b>(357)</b>	<b>3,678</b>
Other comprehensive revenue and expense		-	-	-
<b>Total comprehensive revenue and expense</b>		<b>386</b>	<b>(357)</b>	<b>3,678</b>
<b>Total comprehensive revenue and expense for the period attributable to</b>				
Toi Mai Workforce Development Council		386	(357)	3,678
<b>Total</b>		<b>386</b>	<b>(357)</b>	<b>3,678</b>

Explanations of major variances against budget are provided in Note 14.

The accompanying notes form part of these financial statements.

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.



# Statement of financial position

Toi Mai Workforce Development Council  
As at 30 June 2023

All in \$000s	Note	Actual 2023	Budget 2023	Actual 2022
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	4	2,362	3,001	5,021
Short-term investments	5	1,500	-	-
Trade receivables	6	8	70	13
Other receivables	6	905	687	456
Prepayments	6	13	-	-
<b>Total current assets</b>		<b>4,788</b>	<b>3,758</b>	<b>5,490</b>
<b>Non-Current assets</b>				
Property, plant and equipment	8	15	-	16
<b>Total non-current assets</b>		<b>15</b>	<b>-</b>	<b>16</b>
<b>Total assets</b>		<b>4,803</b>	<b>3,758</b>	<b>5,506</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	9	437	137	593
Employee entitlements	10	298	329	210
Revenue received in advance	11	4	-	1,025
<b>Total current liabilities</b>		<b>739</b>	<b>466</b>	<b>1,828</b>
<b>Total liabilities</b>		<b>739</b>	<b>466</b>	<b>1,828</b>
<b>Net assets</b>		<b>4,064</b>	<b>3,292</b>	<b>3,678</b>
<b>Equity</b>				
Accumulated surplus	13	446	1,524	328
Operating reserve	13	1,350	-	1,350
Capital reserve	13	790	1,768	900
Special projects reserve	13	1,350	-	1,100
Te Kahui Ahumahi reserve	13	128	-	-
<b>Total equity attributable</b>		<b>4,064</b>	<b>3,292</b>	<b>3,678</b>

Explanations of major variances against budget are provided in Note 14.

The accompanying notes form part of these financial statements.

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

## Statement of changes in net assets/equity

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

### 2023

All in \$000s

	Note	Accumulated revenue and expense	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Total net assets/ equity
Balance at 1 July 2022	13	328	1,350	900	1,100	-	3,678
Total comprehensive revenue and expense for the year		386					386
Transfers between reserves							
Capital reserve		110		(110)			-
Special projects reserve		(250)			250		-
Te Kāhui Ahumahi reserve		(128)				128	-
Total transfers		(268)	-	(110)	250	128	-
Balance at 30 June 2023		446	1,350	790	1,350	128	4,064

### 2022

All in \$000s

	Note	Accumulated revenue and expense	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Total net assets/ equity
Balance at 1 October 2021	13	-	-	-	-	-	-
Total comprehensive revenue and expense for the year		3,678					3,678
Transfers between reserves							
Operating reserve		(1,350)	1,350				
Capital reserve		(900)		900			
Special projects reserve		(1,100)			1,100		
Total transfers		(3,350)	1,350	900	1,100	-	-
Balance at 30 June 2022		328	1,350	900	1,100	-	3,678

The accompanying notes form part of these financial statements.

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.



# Statement of cash flows

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

All in \$000s	Note	Actual 2023	Budget 2023	Actual 2022
<b>Operating activities</b>				
Receipts from Government		8,770	10,051	9,164
Receipts of interest		53	-	-
Receipts of other revenue		13	22	-
Goods and services tax (net)		(137)	(788)	62
Payments to employees		(5,829)	(5,850)	(1,966)
Payments to suppliers		(3,654)	(3,960)	(2,222)
<b>Net cash flows from operating activities</b>		<b>(784)</b>	<b>(525)</b>	<b>5,038</b>
<b>Investing activities</b>				
Purchase of term deposits		(1,500)	-	-
Sale/(Purchase) of PPE		(6)	-	(17)
<b>Net cash flows from investing activities</b>		<b>(1,506)</b>	<b>-</b>	<b>(17)</b>
<b>Financing activities</b>				
Advances to Hāpaitia		(369)	(115)	-
<b>Net cash flows from financing activities</b>		<b>(369)</b>	<b>(115)</b>	<b>-</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(2,659)</b>	<b>(640)</b>	<b>5,021</b>
Cash and cash equivalents at beginning of the period		5,021	3,641	-
<b>Cash and cash equivalents at end of the period</b>	<b>4</b>	<b>2,362</b>	<b>3,001</b>	<b>5,021</b>

Explanations of major variances against budget are provided in Note 14.

The accompanying notes form part of these financial statements.

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

## Note index

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

Note	Title	Page
1.	Statement of accounting policies	60
2.	Revenue	62
3.	Expenditure	64
4.	Cash and cash equivalents	65
5.	Short-term investments	66
6.	Trade receivables and other receivables	67
7.	Associates	68
8.	Property, plant and equipment	69
9.	Trade and other payables	71
10.	Employee benefit liabilities	72
11.	Revenue received in advance	73
12.	Financial instruments	74
13.	Equity	76
14.	Major budget variations	78
15.	Operating leases	80
16.	Commitments and contingencies	81
17.	Related party transactions and key management personnel	82
18.	Events after reporting date	84



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 1. Statement of accounting policies

### Reporting entity

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

### Basis of preparation

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period. This means accounts have been produced on the assumption that we will continue to operate for the foreseeable future (a period of greater than 12 months after the reporting date). Preparing the accounts on a going concern basis will be subject to an annual assessment and declaration as part of the audit of the Annual Report and Financial Statements.

### Reporting period

Toi Mai began operations on 4 October 2021 and therefore the comparative reporting period for the financial statements is for the nine months from 4 October 2021 to 30 June 2022.

### Statement of compliance

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity (PBE) Accounting Standards Reduced Disclosure Regime (RDR) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for public sector entities.

For the purposes of complying with NZ GAAP, Toi Mai is a public sector public benefit entity and is eligible to apply Tier 2 Public Sector PBE Standards RDR on the basis that it does not have public accountability and it is not defined as large.

The Board members have elected to report in accordance with Tier 2 Public Sector PBE Accounting Standards RDR and in doing so have taken advantage of all applicable RDR disclosure concessions.

Toi Mai has complied with its obligations under the Charities Act 2005.

These financial statements were authorised for issue by Toi Mai Board on 24 October 2023.

### Presentation currency and rounding

The financial statements are presented in New Zealand dollars which is the functional currency of Toi Mai, and all values are rounded to the nearest thousand dollars (\$000). There has been no change in the functional currency of the controlling entity or any significant foreign operations during the year.

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 1. Statement of accounting policies (continued)

### Budget figures

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

### Use of judgements and estimates

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

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

- has exercised judgement when recognising grant revenue to determine if conditions of the grant contract have been satisfied. This judgement will be based on the facts and circumstances that are evident for each grant contract
- judgement was also required when distinguishing between the research and development phase of projects and whether software costs meet the recognition criteria for capitalisation.

Assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ending 30 June 2023 include the following:

- Useful lives and residual values – The useful lives and residual values of assets are assessed using the following to determine potential future use and value from disposal, the condition of the asset, the nature of the asset, its susceptibility and adaptability to changes, the nature of the process in which the asset is deployed availability of funding to replace the asset changes in the market in relation to the asset.

### Goods and services tax (GST)

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

### Income Tax

Toi Mai is exempt from Income Tax as it is a registered Charity under the Charities Act 2005. Accordingly, no provision will be made for Income Tax.



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 2. Revenue

### Accounting Policy

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

### Revenue from exchange transactions

#### Interest and dividends

Interest revenue is recognised on an accrual basis, using the effective interest rate. Dividends are recognised when the right to receive payment has been established.

### Revenue from non-exchange transactions

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

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

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

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

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

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

#### Government funding

Funding under the Workforce Development Council Fund is the main source of operational funding for Toi Mai from the Tertiary Education Commission (TEC). Toi Mai considers this funding to be non-exchange revenue and recognises the TEC funding as revenue when received. The TEC funding has stipulations, and they take the form of restrictions not conditions.

#### Grants

The recognition of non-exchange revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (e.g., present obligation) rather than the immediate recognition of revenue.

#### Other grants received

The recognition of non-exchange revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (e.g., present obligation) rather than the recognition of revenue. Stipulations that are 'conditions' specifically require the return of the inflow of resources received if they are not utilised in the way stipulated, resulting in the recognition of a non-exchange liability that is subsequently recognised as a non-exchange revenue as and when the 'conditions' are satisfied. Stipulations that are 'restrictions' do not specifically require the return of the inflow of resources received if they are not utilised in the way stipulated, and therefore do not result in the recognition of a non-exchange liability, which results in the immediate recognition of non-exchange revenue.

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 2. Revenue (continued)

All in \$000s	Actual 2023	Actual 2022
<b>Government funding classified as non-exchange transactions</b>		
Government funding classified as non-exchange transactions	8,740	7,436
Project grant funding classified as non-exchange transactions	1,051	703
<b>Total Government funding</b>	<b>9,791</b>	<b>8,139</b>
<b>Other revenue classified as exchange transactions</b>		
Interest revenue	53	-
<b>Total other revenue</b>	<b>53</b>	<b>-</b>
<b>Total revenue</b>	<b>9,844</b>	<b>8,139</b>
<b>Revenue classification</b>		
Non-exchange revenue	9,791	8,139
Exchange revenue	53	-
<b>Total revenue</b>	<b>9,844</b>	<b>8,139</b>

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 3. Expenditure

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

All in \$000s	Actual 2023	Actual 2022
<b>People related expenses</b>		
Wages and salaries	5,432	2,145
Contractors	163	140
Councillors and board expenses	322	298
Other employee expenses	50	19
<b>Total</b>	<b>5,967</b>	<b>2,602</b>
<b>Hāpaitia Limited Shared Council Services<sup>1</sup></b>	<b>1,604</b>	<b>927</b>
<b>Administration and other expenses</b>		
<b>Depreciation and Amortisation</b>		
Depreciation	7	1
<b>Total</b>	<b>7</b>	<b>1</b>
<b>Consultancy costs</b>		
Consultancy costs	123	-
Audit expenses <sup>2</sup>	50	38
Legal fees	8	-
<b>Total</b>	<b>181</b>	<b>38</b>
<b>People and Culture costs</b>		
Other staff costs	20	20
Recruitment costs	14	2
<b>Total</b>	<b>34</b>	<b>22</b>
<b>Information Technology costs</b>		
Subscriptions and memberships	12	2
<b>Total</b>	<b>12</b>	<b>2</b>

1. Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.

2. Audit expenses paid or payable to BDO for the audit of financial statements.

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.

## Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

### 3. Expenditure (continued)

All in \$000s	Actual 2023	Actual 2022
<b>Office and other costs</b>		
General expenses	171	85
Travel and engagement costs	302	76
Communication and marketing	129	6
Project costs	1,051	702
<b>Total</b>	<b>1,653</b>	<b>869</b>
<b>Total administration and other expenses</b>	<b>1,887</b>	<b>932</b>
<b>Total expenditure</b>	<b>9,458</b>	<b>4,461</b>

### 4. Cash and cash equivalents

#### Accounting Policy

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

All in \$000s	Actual 2023	Actual 2022
Bank deposits	2,362	5,021
<b>Total</b>	<b>2,362</b>	<b>5,021</b>

There are no restrictions over any of the cash and cash equivalent balances held by Toi Mai.

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 5. Short-term investments

### Accounting Policy

Deposits with an original maturity of more than three months and less than one year are recognised as short-term investments.

All in \$000s	Actual 2023	Actual 2022
<b>Short-term investments</b>		
Term deposits	1,500	-
<b>Total</b>	<b>1,500</b>	<b>-</b>

At 30 June 2023 there was a term deposit with ASB with a maturity date of 30 November 2023 and with an interest rate of 6.49% per annum (2022: Nil).

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.

## Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

### 6. Trade receivables and other receivables

#### Accounting Policy

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

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

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

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

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

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

There are no recoverables from non-exchange transactions at reporting date.

#### Advances

Advances have been made to Hāpaitia Limited for shared services to be provided. As provided in the Service Contract with Hāpaitia Limited further advances are made on request from Hāpaitia Limited and should the contract be terminated at any time, once all obligations of the Board to Hāpaitia Limited have been met the balance of the advance account would be payable to the Board. The advance to Hāpaitia Limited, an associate, is non-interest bearing (Note 17).

All in \$000s	Actual 2023	Actual 2022
<b>Trade receivables</b>		
Trade receivables from exchange transactions	8	13
<b>Net trade receivables from exchange transactions</b>	<b>8</b>	<b>13</b>
<b>Other receivables from non-exchange transactions</b>		
GST receivable	80	-
Advances to Hāpaitia Limited	825	456
<b>Total receivables from non-exchange transactions</b>	<b>905</b>	<b>456</b>
<b>Total Receivables</b>	<b>913</b>	<b>469</b>
<b>Prepayments and other assets</b>		
Prepayments	13	-
<b>Total Prepayments and Other Assets</b>	<b>13</b>	<b>-</b>

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 7. Associates

### Accounting Policy

#### Associates

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

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

Toi Mai holds significance over the following entity, which is accounted for using the equity method:

Name	Voting rights & Ownership interest
Hāpaitia Limited	16.67%

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

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

Management determined that Toi Mai had significant influence over Hāpaitia Limited even though it held less than 20% of the voting rights because it has one representative on the board of directors of Hāpaitia Limited and has the same voting rights as the other five shareholders in Hāpaitia Limited, all of whom are Workforce Development Councils.



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 8. Property, plant and equipment

### Accounting Policy

Property, plant, and equipment consists of three asset classes: computer equipment, office equipment and office fit out. All asset classes are measured at cost, less accumulated depreciation, and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

#### Additions

The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Toi Mai and the group and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition. Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Toi Mai and the group and the cost of the item can be measured reliably. The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred. Additions over \$2,000 in value are capitalised. Amounts under this are expensed.

#### Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

#### Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

- Computer equipment SL 33.3%

#### Impairment

No assets have been impaired during the reporting period.

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 8. Property, plant and equipment (continued)

All in \$000s	Computer Equipment	Total
<b>Cost or valuation</b>		
Balance at 1 July 2022	16	16
Additions	6	6
Disposals	-	-
<b>Balance at 30 June 2023</b>	<b>22</b>	<b>22</b>
<b>Accumulated depreciation and impairment</b>		
Balance at 1 July 2022	(1)	(1)
Depreciation	(6)	(6)
Disposals	-	-
<b>Balance at 30 June 2023</b>	<b>(7)</b>	<b>(7)</b>
<b>Net book value</b>		
As at 1 July 2022	16	16
<b>As at 30 June 2023</b>	<b>15</b>	<b>15</b>

All in \$000s	Computer Equipment	Total
<b>Cost or valuation</b>		
Balance at 1 October 2021	-	-
Additions	17	17
Disposals	-	-
<b>Balance at 30 June 2022</b>	<b>17</b>	<b>17</b>
<b>Accumulated depreciation and impairment</b>		
Balance at 1 October 2021	-	-
Depreciation	(1)	(1)
Disposals	-	-
<b>Balance at 30 June 2022</b>	<b>(1)</b>	<b>(1)</b>
<b>Net book value</b>		
As at 1 October 2021	-	-
<b>As at 30 June 2022</b>	<b>16</b>	<b>16</b>

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 9. Trade and other payables

### Accounting Policy

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

All in \$000s	Actual 2023	Actual 2022
Trade payables	335	473
Accruals	96	48
GST payable	-	61
Other payables	6	11
<b>Total</b>	<b>437</b>	<b>593</b>

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 10. Employee benefit liabilities

### Accounting Policy

#### Short-term employee benefits

Short-term employee benefit liabilities are recognised when there is a legal or constructive obligation to remunerate employees for services provided and that are expected to be settled wholly before 12 months after the reporting date. Short-term employee benefits are measured on an undiscounted basis and expensed in the period in which employment services are provided. These include salaries and wages accrued up to reporting date, annual leave earned but not yet taken at reporting date.

#### Long-term employee benefits

Long-term employee benefits are those that are due to be settled beyond 12 months after the reporting date in which the employee provides the related service, such as long service leave and retirement gratuities, and have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Annual leave and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of reporting are classified as a current liability. All other employee entitlements are classified as a non-current liability.

#### Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans such as KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are recognised as an employee benefit expense in surplus or deficit in the periods during which services are rendered by employees. Prepaid contributions are recognised as an asset (prepayment) to the extent that a cash refund or a reduction in future payments is available. Contributions to a defined contribution plan that are due more than 12 months after the end of the period in which the employees render the service are discounted to their present value.

All in \$000s	Actual 2023	Actual 2022
<b>Current</b>		
Short-term employee benefits	298	210
Current portion of long-term employee benefits	-	-
	<b>298</b>	<b>210</b>
<b>Non-current</b>		
Non-current portion of long-term employee benefits	-	-
<b>Total employee benefit liability</b>	<b>298</b>	<b>210</b>

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 11. Revenue received in advance

### Accounting Policy

Project funding received has been recognised as income when expenditure directly related to project deliverables has been incurred. The remaining funding has been recognised as revenue in advance and is expected to be released to the Statement of Comprehensive Revenue and Expense as the various project deliverables are completed. Unspent project funding at the conclusion of the project, as provided in the grant funding agreement, will be returned to the funder.

All in \$000s	Actual 2023	Actual 2022
<b>Revenue received in advance</b>		
Project funding	4	1,025
<b>Total</b>	<b>4</b>	<b>1,025</b>
Current portion	4	1,025
<b>Total revenue received in advance</b>	<b>4</b>	<b>1,025</b>

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 12. Financial instruments

Toi Mai initially recognises financial instruments when Toi Mai becomes a party to the contractual provisions of the instrument. Toi Mai derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by Toi Mai is recognised as a separate asset or liability. Toi Mai derecognises a financial liability when its contractual obligations are discharged, cancelled or expire. Financial assets and financial liabilities are also derecognised when there has been significant changes to the terms and/or the amount of contractual payments to be received/paid. Financial assets and liabilities are offset, and the net amount presented in the statement of financial position when, and only when, Toi Mai has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Toi Mai classifies financial assets and financial liabilities as amortised cost. Financial instruments are initially measured at fair value plus directly attributable transactions costs. Subsequent measurement is dependent on the classification of the financial instrument and is specifically detailed in the accounting policies provided in notes 6 and 9 and below.

### i) Classification of financial instruments

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

<b>2023</b>		<b>Financial Assets</b>	<b>Financial Liabilities</b>	
All in \$000s	<b>Note</b>	<b>Amortised cost</b>	<b>Amortised cost</b>	<b>Total</b>
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	2,362	-	2,362
Short-term investments	5	1,500	-	1,500
Receivables	6	833	-	833
Payables	9	-	(437)	(437)
		<b>4,695</b>	<b>(437)</b>	<b>4,258</b>

<b>2022</b>		<b>Financial Assets</b>	<b>Financial Liabilities</b>	
All in \$000s	<b>Note</b>	<b>Amortised cost</b>	<b>Amortised cost</b>	<b>Total</b>
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	5,021	-	5,021
Receivables	6	469	-	469
Payables	9	-	(532)	(532)
		<b>5,490</b>	<b>(532)</b>	<b>4,958</b>

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 12. Financial instruments (continued)

### ii) Fair value through surplus or deficit

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

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

Impairment provisions for receivables from related parties and loans to related parties are recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition

of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

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

### iii) Amortised cost financial liabilities

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

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

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 13. Equity

### Accounting Policy

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

All in \$000s	Actual 2023	Actual 2022
<b>Equity</b>		
Accumulated revenue and expenses	446	328
<b>Reserves</b>		
Operating reserve	1,350	1,350
Capital reserve	790	900
Special projects reserve	1,350	1,100
Te Kāhui Ahumahi reserve	128	-
<b>Total reserves</b>	<b>3,618</b>	<b>3,350</b>
<b>Total equity</b>	<b>4,064</b>	<b>3,678</b>

All in \$000s	Actual 2023	Actual 2022
<b>Accumulated revenue and expenses</b>		
Balance at 1 July	328	-
Surplus/(deficit) for the year before other comprehensive revenue and expenditure	386	3,678
Allocation to reserves	268	3,350
<b>Balance as at 30 June</b>	<b>446</b>	<b>328</b>

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

All in \$000s	Actual 2023	Actual 2022
<b>Operating Reserve</b>		
Balance at 1 July	1,350	-
Allocation from accumulated revenue and expense	-	1,350
<b>Balance as at 30 June</b>	<b>1,350</b>	<b>1,350</b>

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

## Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

### 13. Equity (continued)

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

All in \$000s	Actual 2023	Actual 2022
<b>Capital Reserve</b>		
Balance at 1 July	900	-
Allocation to accumulated revenue and expense	(110)	900
<b>Balance as at 30 June</b>	<b>790</b>	<b>900</b>

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

All in \$000s	Actual 2023	Actual 2022
<b>Special Projects Reserve</b>		
Balance at 1 July	1,100	-
Allocation from accumulated revenue and expense	250	1,100
<b>Balance as at 30 June</b>	<b>1,350</b>	<b>1,100</b>

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

All in \$000s	Actual 2023	Actual 2022
<b>Te Kāhui Ahumahi Reserve</b>		
Balance at 1 July	-	-
Allocation from accumulated revenue and expense	128	-
<b>Balance as at 30 June</b>	<b>128</b>	<b>-</b>

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 14. Major budget variations

Explanations for major statement of comprehensive revenue and expense budget variations from the 2023 Toi Mai budget are detailed below in this table:

All in \$000s	Actual 2023	Budget 2023	Variance
<b>Revenue variances</b>			
Government funding	8,740	8,741	(1)
Project grants funding	1,051	845	206
Interest revenue	53	22	31
<b>Expenditure variances</b>			
Employee expenses	5,967	6,296	(329)
Shared services	1,604	1,812	(208)
Administration and other expenses	1,887	1,857	30
<b>Total comprehensive revenue and expense</b>	<b>386</b>	<b>(357)</b>	<b>743</b>

A small variance on Government funding arose from the rounding of the funding package from TEC. The variance in project grants funding arose from the timing of actual project expenditure and subsequent income recognition between last financial year and this financial year. Investment of surplus cash flow in term deposits resulted in interest income that was not budgeted.

There were significant savings in employee expenses due to decisions regarding the timing of recruitment and ensuring that appropriate resourcing is provided both now and in the future. Shared services expenditure was lower than budget primarily due to savings in budgeted collaborative projects and property costs that were offset by increased costs of contractors. Administration and other expenses were slightly more than budget with savings in qualifications and assurance expenditure and market research expenditure offset by higher than budgeted project expenditure.

Explanations for major statement of financial position budget variations from the 2023 Toi Mai budget are detailed below in this table:

All in \$000s	Actual 2023	Budget 2023	Variance
<b>Statement of financial position</b>			
Current assets	4,788	3,758	1,030
Non-current assets	15	-	15
Current liabilities	739	466	273
Equity	4,064	3,292	772

## Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

### 14. Major budget variations (continued)

Current assets are higher than budget due to higher bank balances resulting from a higher operating surplus. Accounts receivable were higher than budget due to a variance in GST receivable estimates. In addition advances to Hāpaitia Ltd were higher than budgeted due a change in the use of advance accounts with monthly invoice payments no longer being offset through the advance accounts. These are paid under normal supply arrangements and the advance remains static for the financial year to cover cashflow requirements for operating and capital expenditure for Hāpaitia Ltd. The advance requirements are reviewed and adjusted annually in July of each year. Prepayments and non-current assets were not budgeted.

Current liabilities are higher than budget due to higher than budgeted accounts payable balances. Revenue in advance is slightly higher than budget due to the assumption that all projects would be completed and revenue recognised. Employee benefits are also lower than budgeted with Kaimahi leave accruals lower than expected due to recruitment delays and a concentrated effort to ensure that Kaimahi take annual leave as part of our commitment to wellbeing.

Equity balances are higher than budgeted largely due to the higher than expected surplus which has been transferred to various equity reserves for application in future years to special projects.

Explanations for major statement of cash flow budget variations from the 2023 Toi Mai budget are detailed below in this table:

All in \$000s	Actual 2023	Budget 2023	Variance
<b>Statement of cash flows</b>			
Cash flow from operating activities	(784)	(525)	(259)
Cash flow used in investing activities	(1,506)	-	(1,506)
Cash flows from financing activities	(369)	(115)	(254)
Net (decrease)/increase in cash and cash equivalents	(2,659)	(640)	(2,019)
Cash and cash equivalents at beginning of the year	5,021	3,641	1,380
<b>Total cash and cash equivalents at end of the year</b>	<b>2,362</b>	<b>3,001</b>	<b>(639)</b>

Cash flows from operating activities were higher primarily due to savings in payroll expenditure and other operating expenditure which resulted in a higher operating surplus and reduced cash requirements. Cash flow for the purchase of assets was not included in the budget. Cash requirements for Hāpaitia advances were slightly higher than budgeted which was largely due to the change in the methodology for the application of advances.

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# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 15. Operating leases

### Accounting Policy

#### Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the leasee. Leases that are not finance leases are classified as operating leases. Operating leases are not recognised in our Statement of financial position.

Payments made under operating leases are recognised in surplus or deficit on a straight-line basis over the term of the lease.

We have entered leasing arrangements with our associate Hāpaitia Limited for computer and office equipment as part of the Service contract between both parties (Note 16).

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

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



# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 16. Commitments and contingencies

### Accounting Policy

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

### Commitments

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

The annual operating lease value for the computer and office equipment is variable depending on the quantum of assets leased, with an approximate annual lease cost of \$111,200 (2022: \$93,700). The lease commitment continues until either party terminate the contractual arrangement.

Hāpaitia Limited has ongoing contractual commitments including operating leases. Each Workforce Development Council is required under the terms of the service contract to meet these commitments for the life of any contracts executed during the period of the service contract. The value of this commitment for Toi Mai, at the 30 June 2023, was \$266,607 (2022: \$415,779).

### Contingent Liabilities

The funding from the TEC sourced from the WDC Fund ("Fund") has been assessed as being without conditions and recognised as revenue when received.

There are some circumstances when some or all of this funding could be required to be repaid (including receiving funding that we are not actually entitled to) but the triggers for this contingent liability are very unlikely given the governance and management oversight processes in place.

The quantity of any contingent liability is difficult to quantify as even if events triggered a liability there is extreme variability in what this liability would be.

### Capital Commitments

There are no capital commitments at reporting date (2022: Nil).

# Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

## 17. Related party transactions and key management personnel

### Accounting Policy

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

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

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

### i) Key management personnel remuneration

Toi Mai classifies its key management personnel into one of two classes:

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

Members of the governing body are paid annual fees in accordance with the Cabinet Office Circular CO-19 Revised Fees Framework for members appointed to bodies in which the Crown has an interest, dated 29 January 2020. Senior executive officers are employed as employees of Toi Mai on normal employment terms.

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

All in \$000s	Actual 2023	Actual 2022
<b>Key management personnel related party transactions</b>		
<b>Board members</b>		
Number of Board members <sup>(1) (2)</sup>	0.32	0.26
Remuneration	287	247
<b>Senior executive officers</b>		
Full-time equivalent members <sup>(3)</sup>	7.02	3.7
Remuneration	1,388	743
<b>Total full-time equivalent members</b>	<b>7.34</b>	<b>3.96</b>
<b>Total key management personnel remuneration</b>	<b>1,675</b>	<b>990</b>

1. There were nine members of council throughout the period of 1 July 2022 to 30 June 2023. Six were employed for the full period, three resigned throughout the year (30 November 2022, 09 December 2022 and 16 June 2023). (2022: There were 10 members of council throughout the period of 4 October 2021 to 30 June 2022. Nine served for the full period and one resigned 29 May 2022.)
2. (2022: Aleisha Staples resigned from the Board on 29 May 2022 and has not been included in the number of board members at 30 June 2022. Remuneration paid during the year has been included in the total remuneration paid to board members).
3. There are six members of the senior management team considered to be key management personnel. Five members were employed throughout the period 1 July 2022 to 30 June 2023 resulting in a full time equivalent figure of 5.42. One member was only employed for four months. (2022: There were seven members of the executive leadership team considered to be key management personnel. These members were employed throughout the period 1 October 2021 to 30 June 2022).

The comparative information provided in the Actual 2022 column is for the nine month period 4 October 2021 to 30 June 2022.

## Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

### 17. Related party transactions and key management personnel (continued)

#### ii) Other related parties

During the reporting period Toi Mai transacted with the following related parties:

<b>2023</b>		<b>Transaction Value (\$000's)</b>	<b>Transaction Value (\$000's)</b>	<b>Accounts Payable (000's)</b>	<b>Accounts Receivable (000's)</b>	<b>Advance made (000's)</b>
<b>Related Party</b>	<b>Goods/Services Provided</b>	<b>Paid</b>	<b>Received</b>	<b>As at June 30</b>	<b>As at June 30</b>	<b>As at June 30</b>
Hāpaitia Ltd	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	3,072	15	181	-	825
Hanga-Aro-Rau	Shared project and operational costs recharged	1	-	-	-	-
Muka Tangata	Shared project and operational costs recharged	13	-	-	-	-
Ringa Hora	Shared project and operational costs recharged	-	-	-	-	-
Toitū te Waiora	Shared project and operational costs recharged	32	-	-	-	-
Institute of Directors <sup>1</sup>	Professional Development	9	-	9	-	-
<b>Total</b>		<b>3,127</b>	<b>15</b>	<b>190</b>	<b>-</b>	<b>825</b>

<b>2022</b>		<b>Transaction Value (\$000's)</b>	<b>Transaction Value (\$000's)</b>	<b>Accounts Payable (000's)</b>	<b>Accounts Receivable (000's)</b>	<b>Advance made (000's)</b>
<b>Related Party</b>	<b>Goods/Services Provided</b>	<b>Paid</b>	<b>Received</b>	<b>As at June 30</b>	<b>As at June 30</b>	<b>As at June 30</b>
Hāpaitia Ltd	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	927	-	280	13	456
<b>Total</b>		<b>927</b>	<b>-</b>	<b>280</b>	<b>13</b>	<b>456</b>

1. Related party due to Board member governance relationship

The comparative information provided in the 2022 table is for the nine month period 4 October 2021 to 30 June 2022.



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## Notes to the financial statements

Toi Mai Workforce Development Council  
For the year ended 30 June 2023

### 18. Events after reporting date

There have been no events, since reporting date, that have led to material effect on the interpretation of the financial statements presented (2022: Nil).

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# Hei kupu āpiti

## Supplementary information









## Remuneration – Employee

The Council has employees, not including Councillors, who received total remuneration greater than \$100,000 for the 12 month period ending 30 June 2023. For 2022 the reporting period is the 9 months from 4th October 2021 to 30 June 2022.

The employee counts are shown in the table below:

Total remuneration paid or payable	Number of Employees	
	2023	2022
\$100,000 - \$109,999	3	1
\$110,000 - \$119,999	5	-
\$120,000 - \$129,999	1	-
\$130,000 - \$139,999	7	-
\$140,000 - \$149,999	3	1
\$150,000 - \$159,999	1	1
\$160,000 - \$169,999	-	-
\$170,000 - \$179,999	-	-
\$180,000 - \$189,999	-	-
\$190,000 - \$199,999	2	-
\$200,000 - \$209,999	-	-
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	-	-
\$230,000 - \$239,999	-	-
\$240,000 - \$249,999	-	-
\$250,000 - \$259,999	1	-
\$260,000 - \$269,999	-	-
\$270,000 - \$279,999	-	-
\$280,000 - \$289,999	-	-
\$290,000 - \$299,999	-	-
\$300,000 - \$309,999	-	-
\$310,000 - \$319,999	-	-
\$320,000 - \$329,999	-	-
\$330,000 - \$339,000	1	-

### Cessation Payments

There were no payments of compensation or other benefits paid or payable to persons who ceased to be members, committee members or employees during the 12 month period 01 July 2022 to 30 June 2023 (2022: Nil).



