Workforce Development Council
Progress Report Two 2023/24

Reporting Period	01 January 2024 to 30 June 2024

Workforce Development Council Details

Name of Workforce Development Council:	Toi Mai
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Declaration and Authorisation to submit Progress Report Two 2023/24

We declare that we are authorised to submit this Progress Report Two 2023/24 and that to the best of our knowledge the information given is a true and correct representation of the Workforce Development Council's (WDC) position.

Toi Mai Co-Chairs

Signature:	**Signature**:
Date: 29/08/24	**Date**: 29/08/24
Name: Barry Soutar	**Name:** Alice Shearman

Toi Mai Chief Executive

Signature:	**Date**: 29/08/24
Name: Dr Claire Robinson	

Progress Report Two 2023/24

The purpose of this template is to request the information that the Tertiary Education Commission (TEC) requires as part of your WDC progress report for the period of 01 January through 30 June 2024. The progress report is to be submitted on or before **30 August 2024.** This information covers the performance of your functions as a Workforce Development Council, as well as the commitments outlined in your Operational Plan and the Performance Measures outlined in your Funding Agreement with the TEC.

The TEC will use this information to inform its reporting to the Minister of Tertiary Education and Skills, and to identify any areas of support it can provide to your organisation.

We have provided a suggested page length for each section. This is a *guide* only and is intended to keep the report to a manageable length.

NEW: Please note that there is no requirement for each section to be self-contained; that is, if information is pertinent to more than one section, it need only appear once (except for that in the Executive Summary).

1. Overall summary

1.1: Executive Summary

Please provide a short, high-level summary of progress relating to your core functions, focusing on:

- Your achievements during the reporting period up to 30 June 2024.
- Any planned activities, milestones, deliverables, or priorities that were not achieved by 30 June 2024.
- Any challenges you experienced.
- Any key highlights or successes.

Suggested length: 1½ pages

In 2023–24 Toi Mai established itself as a competent standard-setting body and developed a solid platform to provide useful advice on developing our workforce.

We overdelivered on our qualification, moderation and engagement targets. In this period, we:

- developed 14 skill standards and two micro-credentials

- reviewed or revised seven qualifications and four unit standards

- expired two qualifications and one unit standard

- moderated 544 assessments across the provider spectrum

- completed 264 engagements with industry.

We prioritised research and analysis of our industries to provide a solid foundation for our mahi and inform advice on the changes needed to support our peka. We provided advice to the new Government on opportunities in our sectors and the issues they face, and we worked with ministers and their officials to progress priorities within their portfolios – such as journalism creative careers.

We set down an ambition for our six peka to Thrive by '35. This provides a little over ten years to embrace changes to our education and wider industry settings, enabling our sectors to unleash their potential as productive powerhouses at the centre of an innovative economy.

We increased our engagement and reach within our industries, including Māori and Pacific businesses, and established strong foundational relationships we can use to inform our qualification development and advice on skills.

We also focused on developing tools to improve industry and community access to data and insights. One milestone achievement was the development of a data dashboard leveraging data on learners, graduates and our industries, enabling users to generate powerful insights about how people experience and move through our

industries. This reflects a focus within Toi Mai to ensure the industries and communities who entrust us with their data gain benefit from our use, analysis and synthesis to generate new insights they can use in their industries.

Our flagship achievement was publishing five workforce development plans and one industry development plan. The insights from these plans provide a strong foundation for Toi Mai to provide useful advice to industry and government to strengthen and grow our industries.

This is reflected in our engagement with government, as agencies and ministers are increasingly engaging with our teams, as well as our insights and research, to make better informed decisions and investments within our industries. While our advice on improving skills and qualifications is trusted by industry and government, our insights and advice on the system barriers and opportunities is increasingly sought out by agencies and ministers – with the latter commissioning Toi Mai for advice on developing the journalism workforce.

While we have been reviewing qualifications and evaluating programmes to ensure they reflect industry needs, our analysis suggests more structural changes are needed to unleash the economic potential of our industries and enable them to thrive. Our workforce and industry development plans helped articulate and frame some of the long-standing and structural challenges within our industries, such as:

- performing artists are subsidising peoples' enjoyment of live theatre and music

- everyone in Aotearoa receives significant economic and cultural benefit from ngā Toi Māori, especially business and government, except the creators of these works

- the emphasis on formal training has made it harder for industry to get the skills it needs, and isn't producing work-ready graduates – meaning industry needs to either provide remedial training or import skills from overseas

- low representation of Māori, Pacific and tāngata whaikaha – both in access and progression.

The uncertainty following the election created some discomfort among internal staff, which had the potential to stall our delivery. Toi Mai responded with setting a clear and ambitious work programme for the final quarter of 2023–24 that galvanised kaimahi and enabled us to deliver our WDPs and several other key products.

Toi Mai generated a small surplus in 2023–24, which shows we are making an impact on our industries while operating within our means.

We are immensely proud of the team for their effort and for producing high-quality advice we can build on for a big focus on delivering for our industries in 2024–25.

2. Performance of WDC functions

The following section is focused on how you are performing your functions as a WDC.

2.1 Performance of core WDC functions

Please provide a narrative describing how you are performing your core functions as a Workforce Development Council as set out in the Education and Training Act 2020. These functions are to:

1. provide *skills and workforce leadership* (by identifying the current and future needs of their industries and advocating for those needs); and
2. develop and maintain *qualifications and standards* (skill standards, qualifications, micro-credentials, national curricula, and capstone assessments); and
3. provide *quality assurance* (by endorsing programmes and moderating assessments); and
4. provide *advice and representation* (including advice to TEC on the mix and overall investment in vocational education and training).

Your narrative should include:

- What has been achieved by 30 June 2024.
- Reference to the activities and deliverables in your Operational Plan for 2023/2024 (which was attached as Appendix 1 in your Funding Agreement for 2023/2024) where appropriate.

Skills and workforce leadership – being the voice of industry and advocating for their needs

Toi Mai delivered six workforce and industry development plans in June 2024. These plans identified areas to improve settings within the education and wider system to enable our workforces to have the skills they need to thrive. Our plans focused on are within each of our six peka (sectors):

- Toi Pāho – screen

- Toi Māori – taonga works and oral arts

- Toi Puaki – performing arts

- Toi Whānui – digital technology

- Toi ā-Ringa – hairdressing and barbering

- Toi Ora – exercise.

These plans were developed with significant industry engagement and input and looked at opportunities to improve current training, as well as identifying opportunities for system policy settings to shift to improve the skill base of our industries and enable them to realise their potential as productive powerhouses of the Aotearoa economy.

We also developed and released a data dashboard with insights on learners, graduates and our industries. This tool leverages data available through our shared data platform with the other WDCs and incorporates additional insights from our research using other government datasets, such as Stats NZ's Integrated Data Infrastructure (IDI). This dashboard enables users to generate powerful insights about how people experience and move through our industries.

This reflects a focus within Toi Mai to ensure the industries and communities who entrust us with their data gain benefit from our use, analysis and synthesis to generate new insights they can use in their industries. In other words, people give us access to their basic data and unanalysed data, and we give them access to insights and synthesised analyses that allow them to better understand their industries and communities. The data dashboard is available on our [website](#).

Toi Mai also commissioned and published research into issues affecting our industries.

Funding flows in the creative sector

We completed case studies on how funding flows in the creative sector – from funders to the workforce. This fed into our WDPs and enabled us to communicate the complexity facing many in the sector from having uncertain and sporadic income while also navigating multiple funders.

Wellbeing of people working in the technology sector

We also commissioned research to identify the relationship between people working in the tech sector. This research was a proof-of-concept on applying wellbeing and social investment analysis to our populations. This research looked at the outcomes of people working in the tech sector and compared them with either the public sector or the wider working population.

While the research confirms what we know from our engagements and other research, there were a few key points that suggest people working in the tech sector have better outcomes than other workers:

- The tech sector is less sensitive to education attainment than other sectors, particularly for Māori and Pacific workers – meaning qualifications are less of a pathway to higher incomes.

- People working in tech also seem to have better (or less bad) health outcomes than the wider population, with fewer hospitalisations and treatment for mental health.

- There appear to be positive intergenerational impacts of working in tech, with children of tech workers more likely to get higher qualifications, stay in the same school and spend more of their adult life in education, employment or training.

We can use this research to support our advocacy for lifting outcomes for Māori and Pacific. This research adds more depth to our understanding of the tech workforce, complementing our WDP and other research. It reinforces our understanding of how Māori and Pacific workers experience the sector and provides additional context we can use in our engagements and advice.

The intergenerational impacts could point to something interesting in transferable skills. We should not look at the tech sector itself as providing protective effects against poor outcomes. Differences may more relate to the nature of the sector and the people who work in it.

However, if we can identify the features or characteristics contributing to these outcomes, we could look at how this translates into wider areas of skills training. For example, success in tech may require a higher amount of 'grit' to make it in and through the industry, which has wider effects on outcomes as people are more determined to succeed, with flow-on effects to families.

Develop and maintain qualifications and standards

Toi Mai has been working to a programme of developing qualifications based on industry need – either through the WDP process or through separate engagements with industry. Toi Mai has also been reviewing qualifications based on a five-year cycle.

In this period, Toi Mai:

- developed 14 skill standards and two micro-credentials

- reviewed or revised seven qualifications and four unit standards

- expired two qualifications and one unit standard.

These are outlined in more detail later in this section.

Between 1 January and 30 June 2024, Toi Mai hosted 53 te puna whāngai (qualification advisory group) meetings and 59 other engagements to inform this function. We are continuing to adapt and implement our five-year qualification workplan to respond to needs and improve education product currency:

Qualifications:

- We completed the review or revision of seven qualifications (Creative Writing, Exercise and Journalism).
- We expired two qualifications (Creative Writing and Editing).
- We have a further three new qualifications (Screen) and 23 reviews (Performing Arts, Outdoor Recreation) in progress.

Standards:

- We developed 14 new skill standards (Screen, Exercise, IT Support – to encourage more work-based learning in our sectors)
- We completed the review or revision of four unit standards (Waka Ama, Entertainment and Event Technology) and expired one unit standard (Waka Ama).
- We also have 69 new skill standards and 230 review projects in progress, including the expiry of 150 low/no usage standards (Casino and Outdoor Recreation).

Micro-credentials:

- We completed and listed two new micro-credentials (Exercise Fundamentals and Introduction to Screen Industry in Aotearoa New Zealand).
- A further four micro-credentials were actively in development during this timeframe (Conservation, Creative Freelancing, Performing Arts Emerging Tutor).

Provide quality assurance (by endorsing programmes and moderating assessments)

In January Toi Mai published the 2024 moderation plan, which is based on year three of the five-year moderation plan.

MODERATING ASSESSMENTS

Toi Mai completed the following post moderation between 1 January and 30 June 2024:

Schools	407 Assessment Samples Moderated
Providers	120 Assessment Samples Moderated
GTE	3 Assessment Samples Moderated
Te Pūkenga	2 Assessment Samples Moderated
Wananga	12 Assessment Samples Moderated
Total: 544	

The above moderation covered 197 total (105 unique) unit standards. It was pleasing to note that 83% of assessment samples were found to be acceptable. We issued 18 non-compliance notices and three action plans. Toi Mai, to date, has never had an appeal. To ensure consistency amongst the moderators, 25 peer reviews were completed.

We had 27 consent-to-assess applications and completed 44 pre-moderation applications.

During the first six months of this year, we visited 11 providers and nine schools, and we also had 14 online engagements with various providers. These visits and online engagements are a mixture of quality assurance support and relationship building. In May we hosted an online webinar for providers. This was to answer questions and to offer support. 69 people attended.

ENDORSING PROGRAMMES

Toi Mai completed the following programme endorsements:

New Programme applications	9
Type 2 change applications	22
Micro-credentials support applications	11

Of these programme endorsement applications, 100% were completed within the 20-working-day service level agreement. We developed and implemented a programme endorsement committee process and a programme endorsement matrix. Both initiatives will ensure that the te ao Māori, Pacific people and tāngata whaikaha principles are adequately covered.

Work continued reviewing CMR99 (consent and moderation requirements), moving standards off other CMRs and developing sector-specific appendices. CMR99 has been transferred onto the new NZQA template and will be submitted to NZQA during September.

Provide advice and representation

Each workforce and industry development plan identified a suite of actions that Toi Mai will do to improve qualification and training in our industries, as well as targeted recommendations for industry, government and others to consider when making strategic investment or policy decisions affecting our industries. This included recommendations for TEC and other government agencies and will inform our investment advice to TEC in November 2024.

Some of our recommendations require dedicated and coordinated policy effort to consider and progress. This reflects the systemic challenges our industries experience – in funding, policy coordination and system incentives. This also reflects Toi Mai accelerating our skills and workforce leadership, through being the voice of industry and

articulating ways to improve outcomes and ensure our industries are supported by a skilled, thriving, diverse and productive workforce.

The advice in these reports led to agencies and ministers seeking Toi Mai advice on key issues within their portfolio. Toi Mai is a key agency supporting the Minister of Culture and Heritage's arts strategy, while Parliamentary Under-Secretary Jenny Marcroft commissioned Toi Mai to undertake a workforce development plan for journalism.

We also provided advice to support Stats NZ's review of industry classification codes and will be supporting their review of occupation codes in 2024–25. This is crucial for our industries, as many are poorly represented in the official statistical classifications – masking their impact on the economy and making it difficult to plan for future workforce needs (if they aren't counted, they aren't seen).

2.2 Performance of Order in Council functions

Please provide a narrative describing what work has been undertaken by you in relation to the additional functions set out in your Order in Council.

Suggested length: ½ page

In addition to the activity outlined above, Toi Mai also ensures it delivers its Order in Council functions through:

- qualifications, programme endorsement and broader advice identifies opportunities to improve outcomes for all, especially underserved populations.

- workforce and industry development plans identified gaps in representation across Toi Mai industries and highlighted pipeline issues limiting access to training and progression through the industry.

Toi Mai also undertakes and commissions research to understand future workforce needs of its industries, including forecasting industry size and modelling worker outcomes. For example, Toi Mai commissioned EY to assess the current and future outcomes of people working in the technology sector to identify any relationship to wellbeing. This analysis included an assessment of how wellbeing outcomes of children of technology workers compare with other children, and how they are expected to change over time.

2.3: Te Tiriti o Waitangi

Please provide a narrative describing how your Workforce Development Council is contributing to an education system that honours Te Tiriti o Waitangi and supports Māori-Crown relations.

Suggested length: 1 page

Toi Mai puts honouring te Tiriti o Waitangi and supporting Māori–Crown relations at the centre of its work:

- Each workforce and industry development plan produced by Toi Mai was centred around a mātauranga metaphor and emphasised opportunities to improve outcomes for Māori workers and learners.

- All Toi Mai staff received training on applying critical analysis of the Treaty Articles and Provisions.

- A General Manager sponsored work to implement Māori data sovereignty principles across the WDCs.

- Toi Mai continues to prioritise the use of te reo Māori to articulate its mahi, including translating key documents and privileging Māori titles for kaimahi and incorporating the language in its workforce development plans and other key reports.

- Toi Mai has a specific strategic goal to be a 'Gold standard te Tiriti o Waitangi partner' and has an ongoing work programme to give effect to it – including an ambition to be a fully bilingual agency by 2035.

Industry development plan for Ngā Toi Māori

In addition, Toi Mai produced an industry development plan for Ngā Toi Māori – taonga works and the oral arts. This plan brought together ringatoi (the workforce of Ngā Toi Māori) and worked to understand the issues facing their industry – essentially that everybody working or engaging with Toi Māori gain economically and culturally, except for the producers of these taonga works.

Toi Mai identified the following issues underpinning why this sector is not realising its potential:

- Ringatoi are often simplified as hobbyists or conflated with those working in other industries.

- Taonga that are created by ringatoi are seen as services or additions to a product rather than intrinsic to its creation.

- Ringatoi are often brought into a broader project too late in a creative process to realise the full cultural value they can bring.

- A lack of a set industry benchmark means that ringatoi are not paid appropriately for their work.

- Current occupations that fall under Ngā Toi Māori are not counted by current occupation measures (such as ANZSIC and ANZSCO).

- Western-style education practices that dominate in Aotearoa New Zealand are not suited to teach the full depth of Ngā Toi Māori, mātauranga and te ao Māori.

- Consumers of taonga are often unaware of the full cultural significance of the work produced, diluting its economic value and leading to culturally unsafe practices for ringatoi.

Toi Mai has an ambition for Ngā Toi Māori to Thrive by '35 (which we have extended to all our peka). For this to occur for Ngā Toi Māori, Toi Mai identified that there needs to be:

- flexible and adaptive training models where training meets ākonga in their time and place

- new pathways forged in a flourishing and expanding industry that offers sustainable and well-paid careers

- benchmarked price models, 'playbooks' and healthy procurement processes that underpin sustainable business models for ringatoi

- respectful interactions with practitioners that acknowledge the true value of taonga and mātauranga within a project's scope and budget

- genuine models of co-design and collaboration in effect

- established funding that facilitates wānanga for regular connection and sharing of whakairo.

Toi Mai has a work programme to advance these issues in 2024–25.

3. WDC engagement and key relationships

3.1 WDC engagement and key relationships.

Provide a narrative describing your WDC's engagement and key relationships, focusing on the frequency and nature of engagement with:

- Industry (including with industry associations and industry peak bodies)
- Māori and iwi businesses
- Any other key groups you engage with that are important to your industries

Please include:

- How this engagement has informed your practice, advice and workforce development plans.

Suggested length: 3 pages

Toi Mai completed 264 engagements between 1 January and 30 June 2024. These engagements are broken down by peka (sector) below. Note there are 90 engagements that have no peka tagged from 1 January 2024 to 30 June 2024.

Total engagements	264
Toi Ora	51
Toi Whānui	17
Toi Māori	18
Toi Puaki	36
Toi Pāho	36
Toi ā-Ringa	29

Engagements within this period were focused on informing our workforce and industry development plans and our development of qualifications and skills (noting there was often overlap).

Engagements focused on the Toi Mai mandate of being the voice of industry to ensure the workforce development plans and industry development plan were reflective of the needs of industry. Particular care was taken to give attention to engagements with priority learner groups to ensure the kōrero and inputs into the plans were balanced.

Peka that were engaged with more extensively during the timeframe covered by this report were in the discovery phase of their WDP development, necessitating more contact, where others had their discovery phase prior to 1 January 2024 and were in the writing phase.

Engagements with certain peka highlighted challenges in securing meetings for engagements due to the time-poor nature of the workers (such as in Toi Whānui), often necessitating long notice periods and digital hui as the methodology. This was not the case with other peka, especially in cases where a sector has been traditionally underrepresented by the system. In these instances, Toi Mai reflects that individuals and organisations where generally very responsive and pleased to have the opportunity to contribute their kōrero to inform future workforce/skills development.

Toi Mai operates a culturally responsible approach to engagements with a tikanga-based, mana-acknowledging approach utilised. Talanoa, wānanga, kanohi ki te kanohi and digital engagements were used as appropriate to build relationships and gather insights to inform the mahi discussed in this report.

Engagement with Māori, Pacific and diverse populations

Toi Mai engaged with the following:

- Māori businesses (including relating to advancing te Tiriti o Waitangi): 18
- Pacific businesses: 2
- Equity and inclusion: 27

Note the talanoa Toi Mai held in the previous period provided a source of Pacific insights to be applied our WDP work completed during this period.

Toi Mai is developing an engagement framework to inform our approach to engagements in 2024–25 and beyond.

4. Collaboration with other WDCs

Toi Mai collaborates extensively with WDCs. We continue to participate in cross-WDC rōpū, from CE and GM through to kaimahi level. We also share oversight of joint projects, such as developing and advancing the Shared Data Platform and memoranda of understanding with providers of learner and other data (such as TEC).

We also engage on areas where there are overlapping interests, such as with leadership/management skills (Ringa Hora).

We are also exploring opportunities to work together on common areas of interest – for example, advancing some of the cross-cutting themes from our WDPs where they relate to other councils' coverage, such as formal training not providing work-ready graduates (in certain sectors).

We are working closely with Muka Tangata on the development of Conservation micro-credentials and with Ringa Hora to contribute to the leadership and business qualification reviews and developments.

5. Performance measures

Financial management

Toi Mai has performed within its budget. Toi Mai started the 2023–24 financial year with a budget deficit of $441k. Through good management of the operational budget and close attention paid to operational spending, Toi Mai ended the year with an operating surplus of $83k, resulting from total savings in operating expenditure of $524k. The TEC financial planning and reporting document is appendix 1 of this report.

Risk management

The Toi Mai Risk Register document was presented in appendix 1 of Progress Report One. This risk register is regularly reviewed at the Finance Audit and Risk Committee meetings. Risks are split into two areas: headline risks and controlled risks. The below table outlines the information contained in the Risk Register.

Headline Risks		
Risk theme	Risk	Possible controls
Risk theme 1: Ensuring our effectiveness	If our industries see insufficient impact or benefit from Toi Mai, we may not be considered credible by our stakeholders, which may affect our long-term viability.	We develop strong quality assurance processes to ensure providers are creating optimum and equitable learning conditions for those taking our qualifications to succeed.
		Strong trusted and influential relationships with industry, sector and government agencies.
		We develop and ensure effective and attractive qualifications that meet industry and Māori stakeholder needs.
		Determined advocacy for change based on our evidence and narratives about what industry needs to thrive.
		Ongoing governance professional development and self-evaluation.
	Multiple demands and expectations on Toi Mai mean we may drop some balls.	Regular discussion at Board about priorities and trade-offs.
	Possible changes to the WDC model could disrupt work supporting our industries, meaning work is slowed, stopped or lost.	Work planning ensures key pieces of work are completed before any transition dates.
		Develop processes to ensure key pieces of work and relationships are handed over to any new entity to minimise disruption.
Risk theme 2: Ensuring we contribute to an education system that honours te Tiriti o Waitangi and supports Māori–Crown relations	We don't yet have a position on what success looks like.	Provide guidance to management through strategic planning.
		Professional development for Board on te tirohanga, whanake and mātauranga Māori.
	This is not a priority for industry, meaning skills aren't as valued.	Board advocate for the value to industry of an education system that honours te Tiriti o Waitangi.
Risk theme 3: Managing and responding to sustained financial pressure	Continued pressure on our costs in a constrained fiscal environment may limit our work programme.	Hold management to account through effective and independent governance oversight.
		CE delegation policies in governance charter.
		TEC monitoring and oversight.
		Ensure statement of strategic direction is achievable and regularly reviewed.
		Support management to prioritise activity.

Risk theme 4: Building and maintaining stakeholder confidence	If our advice isn't adopted (or drive action) by government and providers, this would exacerbate industry challenges and system tensions (i.e. skills gaps, funding shortfalls and sustainability challenges).	Developing clear evidence about the problems facing our industries.
		Ensure we have the right resourcing to prioritise and deliver useful advice.
		Work with industry to manage expectations about what Toi Mai can achieve within current settings.

Controlled risks		
	Risk	Control(s)
	Staff safety	Health, safety and wellbeing policies and practices
	Maintaining a skilled workforce	Competitive salaries, conditions and benefits
		HR policies
		Building a performance and remuneration framework
		Building staff culture based on manaakitanga
	Financial mismanagement	Implementing FMIS
		Financial and literacy training
		Clear delegations
		Reporting and auditing
		Finance policies
	Business continuity failure	Business continuity plan
		Co-leadership
		GM Capability
	Loss of sensitive information	Privacy policies
		Technology restrictions and policies
	Navigating a changing climate	Sustainability policy
		Monitoring and offsetting our carbon footprint
		Travel policy
		Adopting te ao Māori principles into sustainability thinking
		Flexible and remote working policy

	Working across a large and distributed sector	WDPs provide baseline understanding of a good chunk of our sector

Governance

Toi Mai maintains a strong and capable governing council that provides effective leadership, agrees plans with achievable targets, understands its functions and responsibilities, and has the skills and experience needed to fulfil its functions.

The Toi Mai Board and its sub-committees met on the following dates during the reporting period:

Toi Mai Board meetings:
14 February 2024 – Board meeting
02 May 2024 – Board meeting
23 April 2024 – Māori Caucus meeting
22 May 2024 – Board-only meeting
28 May 2024 – Finance Audit and Risk Committee meeting

5 June 2024 – Board Recruitment Working Group meeting
12 June 2024 – Intersessional meeting
26 June 2024 – Board meeting

In this reporting period the Toi Mai Board has focused on strategic direction, moving from start up into growth phase, and enforcing the foundations of the organisation. On top of the scheduled governance responsibilities the board has also taken the following actions:

- held an extraordinary vote on 31 May 2024 to approve the 2024/2025 Budget and five-year forecast. Board meeting agendas have been provided to the TEC.

- engaged Overview Effect to conduct an external assessment of the Board, in line with the OIC. This report was presented to the Board 6 May 2024, and adopted at a Board only meeting on 22 May 2024.

- the terms of five members expired on 10 June 2024, the insights and recommendations from the above adopted report are being used to inform the recruitment process, and the review of the Board professional development policy.

- With a focus on strategy, the Board obtained external expertise through a facilitated strategy session from ARAHIA Pathfinders. On Tuesday 28 November 2023 the Board and Te Kāhui Pou (senior leadership team) gathered in Te Whanganui-a-Tara for a Wānanga Rautaki, a strategic planning workshop. This workshop resulted in defining focus areas for great governance, planning how to achieve those goals white navigating a reform in vocational education and ensuring industry representation. The workshop also developed plans and goals for staff, operations, organisational culture, qualifications and credentials, relationships and beyond.

The Board members are up-to date with the vocational education environment, Toi Mai work, best practice governance and have plans in place that reflect stakeholder needs. The Board played an important part in the development, direction and delivery of the five workforce development plans published in this reporting period.

5.2 Function Measures

Schedule 2 of your Funding Agreement for 2023/2024 outlines the agreed function measures you are expected to achieve by 30 June 2024.

Attached

5.3 Impact Measures

Schedule 2 of your Funding Agreement for 2023/2024 outlines the agreed VET system outcome measures (impact measures) you are expected to report on for 2023/2024:
*Percentage of key **industry and Māori sector** stakeholders*
- *who agree their priorities are understood and effectively communicated by WDCs*
- *that are confident graduates <u>will have</u> the relevant skills*
- *that agree graduates <u>have</u> the relevant skills*

Please attach your impact measures report.

Attached at Appendix 2

6. Other information

6.1 Additional information

The purpose of this section allows you to provide any additional information to TEC. This could include, but is not limited to:

- What issues or challenges you have encountered
- Any further assistance that you require from TEC

Suggested length: ¼ page