

Toi Mai Operational Plan



TOI MAI
Workforce
Development
Council

OVERVIEW

This Operational Plan builds on the Toi Mai 2023–24 Operational Plan and sets out how the Toi Mai Workforce Development Council will advance its legislative functions, strategy, commitments and deliverables over the two year period 2024–26 within the budget allocated.

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 ’35’ 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 equitable opportunity and outcomes for rangatahi
- exciting work and training opportunities for underserved learners and mid-career changers.

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 winning the Ngā Āhukatanga o te Tiriti Tohu at the 2023 Diversity Awards in the Small to Medium Organisation category.

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.

Since establishment we have 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 and Pacific business needs.

We have now built a foundation of insights about our industries, and those working and learning within them, to accelerate our development and delivery of useful advice to supercharge our industries and help realise their potential as part of New Zealand’s productive and innovative economy.

We are developing national skilled workforce targets for our industries and aligned qualifications through our workforce development plans. While we have been building up industry data and insights, we have also been delivering our qualification development and quality assurance functions and establishing a Toi Mai culture in which the hauora of our kaimahi and the organisation is central to who we are.

In late 2022 we published our first high level Statement of Strategic Direction. In 2023 we drilled down to develop a working organisational strategy for 2024–27. That strategy forms the basis of this Operational Plan. The strategy will enable us to better align our structure, resourcing, legislative functions and reporting to mahi that will make a difference for our industries and priority communities.



Alice Shearman
Co-Chair



Dr Kathie Irwin
Co-Chair



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Te Tumu o Toi | Chief Executive



Tama Kirikiri
Poumatua

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TOI MAI STRATEGIC CONTEXT

Toi Mai Workforce Development Council (WDC) functions are governed by legislation

The functions of Toi Mai WDC, in relation to the industries covered by it, are outlined under section 366 of the Education and Training Act 2020. In summary, these are to:

1. provide leadership by engaging with industries, tertiary education organisations and other organisations in the system to ensure vocational education graduates have the skills industries are looking for
2. drive actions across the system to ensure the skills and workforce development needs of our industries are met
3. develop and set standards, capstone assessments and qualifications
4. review and develop qualifications and credentials that meet employer expectations and national industry standards
5. endorse programmes and moderate assessments
6. work with providers to update existing programmes and develop new ones in line with the curriculum and the needs of industry
7. undertake moderation activities to ensure learners have met the required standard when they are awarded a skill standard, qualification or credential
8. provide advice and insights to TEC on the skills and workforce needs of our industries, which in turn can influence investment decisions made by TEC
9. inform TEC's career services.

Government priorities for vocational education and training

The following strategies underpin the activities of Toi Mai across the relevant areas of operation:

- Tertiary Education Strategy – Ministry of Education
- Ka Hikitia – Ka Hāpaitia, the Māori Education Strategy
- Action Plan for Pacific Education 2020–2030



ORGANISATIONAL STRATEGY

2024-27

Toi Mai has developed an organisational strategy to guide its activity through to December 2027 (see following two pages). This strategy is centred around our purpose – **to ensure our peka are supported by a skilled, diverse and thriving workforce.**

The strategy includes two components – the first diagram is an outline of what our key stakeholders (Industry, Government and New Zealanders) should expect from Toi Mai. The second diagram is the strategy itself, which outlines the three main organisational goals Toi Mai aims to achieve by December 2027:

- Ensuring our expert advice is trusted and drives action.
- We are a gold-standard te Tiriti o Waitangi partner.
- Our products are ‘Wow.’

We also have an internal goal, Aroha ki te Tangata, to develop Toi Mai as an organisation that enables all kaimahi to reach their full potential. This is contained and monitored in our organisational performance documents. The three organisational goals are summarised below.

Our expert advice is trusted and drives action

Toi Mai wants our industries and their workforces to thrive. A key part of our strategy is to build our credibility within industry and government as trusted experts on our sectors, and for our advice to drive action within industry and from decision-makers.

The industries within our mandate have a history of patchy industry representation in the vocational education and training sector (if any).

This means we are starting from a low base of insight about industry and workforce challenges, and without the benefit of long-running, considered narratives and advocacy from peak industry bodies and targeted government policy and funding support.

In addition, our relatively small size as a WDC means we need to ensure our work is focused on being useful for people making investments and other decisions for our industries. For Toi Mai to be useful, industry, investors and decision-makers need insights that genuinely reflect the challenges and opportunities within our industries and their workforces, and advice that articulates what needs to change to enable our workforces to thrive.

We are a gold standard te Tiriti o Waitangi partner

The Education and Training Act 2020 establishes an expectation that the New Zealand education system honours te Tiriti o Waitangi and supports Māori–Crown relationships. Under the Education (Toi Mai Workforce Development Council) Order 2021 (OIC), we must act in a manner that contributes to an education system that honours te Tiriti o Waitangi and supports Māori–Crown relations.

The OIC also state that WDCs must act in a manner that seeks to contribute to an education system that:

- provides opportunities for all people in the specified industries to reach their full potential and capabilities, including those who have been traditionally underserved by the education system
- helps ensure fair and equitable outcomes for all.

Toi Mai has concentrated on building our own cultural capability to ensure we can uphold the articles and provisions of te Tiriti o Waitangi in our work. In 2023–24 all Toi Mai kaimahi participated in a noho marae and in two sessions of Tiriti o Waitangi analysis training facilitated by Te Ata Kura Consultants, to build internal capability to uphold the articles and provisions of te Tiriti. In 2024–26 we will continue to develop internal kaimahi capability in this space. Post the publication of the six WDPs, we will be delivering implementation projects with the goal of enabling more Māori to access higher, better-paying jobs and sustainable careers in our industries.

Driving transformation within our peka requires improved outcomes for Māori, which can only come from strong partnership with iwi and hapū. Our work programme over the next two years will be shaped by our engagement with Māori and, wherever possible, solutions and qualifications will be co-designed with whānau, hapū and iwi Māori businesses and Māori learners, as well as other employers or groups.

Our Products are Wow!

Qualifications development takes a lot of resource, and we want to ensure taxpayers and industry get maximum value out of their investment in us and our outputs. One of the challenges with being the ‘new kid on the block’ in the VET space is that providers do not yet ‘know’ our qualifications, and we will be working hard over the next two years to promote our qualifications to providers to ensure take-up.

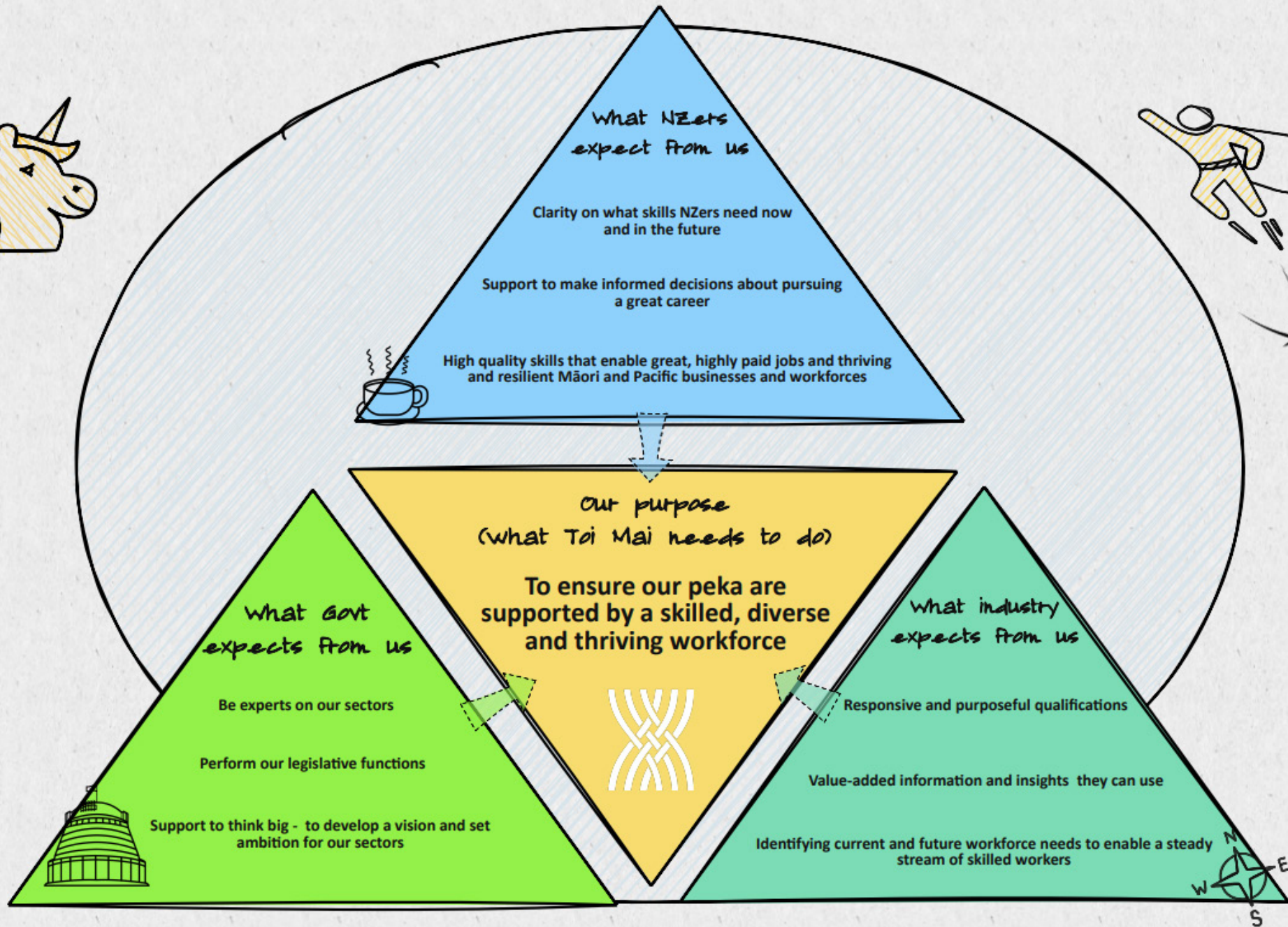
Whether it is our qualifications, our workforce development plans, our advice, our engagement events, our data analysis, our research outputs, our communications or our publications, we aim to deliver a positive, memorable experience when learners, providers and industry engage with Toi Mai and our products.

As a design-led organisation, we factor in user experience, user research, user empathy and user testing into all our processes. This enables us to understand skill needs from an industry, worker, learner and provider perspective. We seek to understand their aspirations, concerns and frustrations before we develop workforce solutions. We structure our work through projects and project teams that engage kaimahi from across our various function areas, ensuring the breadth of our internal skill-sets and lived experiences are brought to the table when solving problems, generating ideas and unlocking creative solutions. We pay attention to and are proud of the visual design of our publications and media outputs. We have designed our own Toi Mai typeface named Te Wao Nui o Toi:

Ā B C D E F G ā b c d e f g.

In 2024–25 we will be documenting our unique working processes (the Toi Mai Way) to ensure that all kaimahi, and those yet to come, are able to work both efficiently and with a user orientation, in a way that inspires joy and work satisfaction at the same time.

Understanding what our main stakeholders should expect from Toi Mai



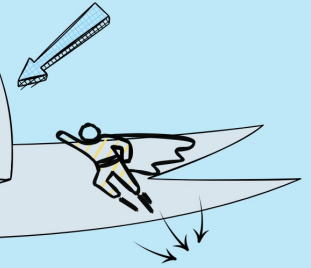


Aotearoa has confidence in and aspiration for our sectors and sees them as crucial to our success as a nation

Our purpose

Our vision

To ensure our peka are supported by a skilled, diverse and thriving workforce



We do this by...

Being experts on our peka

and

Developing responsive and purposeful qualifications

and

Developing a vision and being ambitious for our peka

and

Providing advice on the skills needed to pathway

Our near horizon goals (by December 2027)

Our trusted advice drives action 

We are a gold standard Te Tiriti o Waitangi partner 

Our products are **WOW**

Aroha ki te Tangata 

What we will prioritise to deliver our goals

We know our peka

We influence increased investment in our peka in line with our advice

We partner with hapū Māori and iwi in our mahi

We ensure staff are confident in applying Te Tiriti o Waitangi

Our published products are valued

Providers offer our qualifications

Our staff have clear development pathways

We ensure our advice is strongly informed by Pacific and other priority communities

We ensure our work upholds the Articles

More underserved learners are studying and succeeding in our qualifications

We are on track to be bilingual by 2035



ENGAGEMENT STRATEGY

We are developing a directed industry engagement strategy

Toi Mai has spent the last two years developing relationships with our industries. We have had to invest time and effort building our understanding in communities and industries where they have not had organised representation – particularly in industries such as the arts, with high rates of self-employment. A big challenge early in the establishment of Toi Mai was that most industries were not historically represented by peak bodies and were 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.

Over the past 12 months we have conducted 680 unique engagements through introductory and facilitated hui, talanoa, wānanga and workshops with qualification advisory groups. These engagements supported us to undertake our qualification review and development programme and provided a foundation to develop our investment advice to TEC and our first round of six workforce development plans (WDPs) which are due for completion by 30 June 2024. We are currently compiling a database of Māori and Pacific businesses, which we expect to complete by 30 June 2024. We are also currently developing a new engagement segmentation strategy to focus our industry efforts and shift our engagement with industry into its next phase. Toi Mai WDPs, completed in June 2024, will provide a pathway for engagement throughout 2024–26. Our aim is to ensure industry engagement is focused and deliberate, and informs our efforts to support a thriving, diverse and skilled workforce.

Moving out of our discovery phase, the 2024–26 period will involve the following more directed engagements:

1. **Engagement Segmentation Framework 2024–25:** This will further divide industry and businesses into high-, medium- and low-touch categories based on levels of influence, need and interest in vocational education and training.

2. **WDP Implementation Engagement Strategy 2024–26:** Once the first six WDPs are complete (combining Toi Pāho 1.0 and 2.0), each will lead to WDP-specific engagement strategies with industry and providers as we roll out the recommendations contained in each action plan.

3. **Māori and Pacific Business Engagement Strategies 2024–25:** Once we have the databases developed by end June 2024, we will work on segmenting these businesses and ensuring we fill any gaps in our engagements.

4. **Auckland Engagement Strategy 2024–26:** This is also in current development. With most of our businesses and our Pacific workforces located in Auckland, it's vitally important we develop a strategic approach to ensuring they understand the work of Toi Mai and how we can support their skills development needs.

5. **WDP development 2024–26:** Our initial suite of 6 WDPs provides a useful foundation for how we understand our peka. The next step is to develop plans for those workforces with specific challenges not otherwise covered in the original suite of plans (more detail below).

6. **Assessing Toi Mai performance 2024–26:** A fundamental aspect of our engagement with industry over the next two years will be in assessing industry confidence in Toi Mai being trusted experts and advisors, and that are representing their interests.

7. **Quality Assurance Provider Visits 2024–26:** We are currently piloting a series of QA provider visits and webinars that we will refine into a QA engagement timetable.

8. **Provider Engagement Strategy 2025:** We want to convene a discussion with industry and tertiary providers on pathways to sustainable creative careers and the complex issues in VET.

We currently have almost half of our FTE with engagement in their position descriptions. Most of these roles were established in the first Organisation Chart in 2021. We also have a board of industry representatives. Alongside the more directed engagement approach outlined above, we will be ensuring we have the right number of kaimahi positions to deliver our engagement needs.

ADVICE TO TEC

Toi Mai has provided two rounds of advice to TEC to address the current VET challenges of the industries we represent. Advice to TEC outlines how learner pathways can be better aligned with the skills industry needs. This includes assessing qualifications currently offered by learning providers, analysing current and future skills required by industry, qualification assessment, moderation and new qualifications in development and provides investment recommendations for strategic alignment in vocational education.

Toi Mai has two full-time data analyst/advisors supporting our advice and WDP work. Toi Mai advice to TEC is developed by analysing data on current workforce size, attrition and growth trends, using data from the Shared Data Platform and our own industry database, combined with industry insights about workforce and skills need. Industry insights are gathered through our workforce development plans and other industry engagements. Our advice is tested with industry to assess its relevance to improve VET to meet industry skill needs.

Advice to TEC outlines how learner pathways can be better aligned with the skills industry needs. This includes assessing qualifications currently offered by learning providers, analysing current and future skills required by industry, qualification assessment, moderation and new qualifications in development and provides investment recommendations for strategic alignment in vocational education.



NGĀ PEKA O TOI

The Baseline Data and Engagement project funded by TEC's COVID-19 Response Project Fund in December 2021 enabled Toi Mai to develop a six-sector segmentation of our industries based on shared purpose and function rather than the ANZSIC and ANZSCO codes, which are not structured to accurately classify many of the industries and occupations Toi Mai covers. Each sector segmentation is a peka (tree branch) and part of the greater ngahere of Te Wao Nui o Toi.

The six peka are:

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

TOI PĀHO



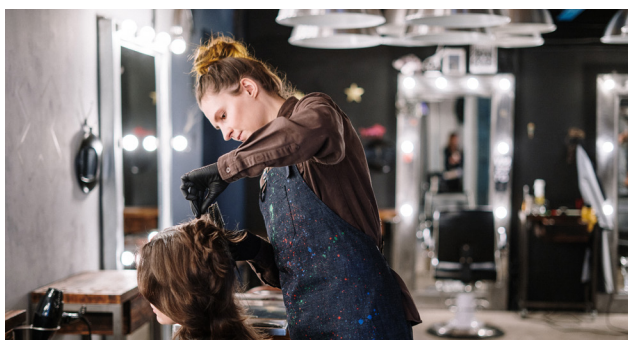
Content, products and services delivered through broadcast and screen media: film, radio, television and online interactive media, which includes advertising and the game development industry. Toi Pāho is the sector that creates engaging screen-based moving image and audio content for wide distribution.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

TOI PUAKI



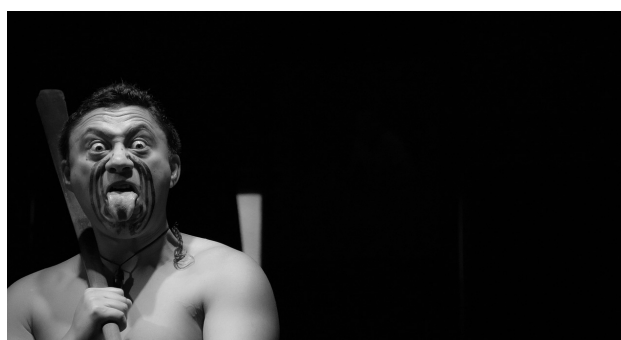
Expressive art forms and technologies in music, stage, theatre, events, dance and creative writing. Toi Puaki, applies the creative process to show, reveal and give testimony (puaki) to ideas and thoughts through artistic and performance skills. This sector has the highest rates of self-employment and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

TOI Ā-RINGA



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

TOI MĀORI



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

TOI WHĀNUI



Innovative and emerging technology platforms, products and services for industry and end-users, including Artificial Intelligence, Cyber Security, Virtual Reality and Software as a Service (SaaS). Toi Whānui involves inventions that are applied to enable and improve user capabilities. It is the largest of our workforces and has grown rapidly (largely through migration), but has low employment of Māori, Pacific people and women.

TOI ORA



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

WORKFORCE DEVELOPMENT PLANNING

Toi Mai actions through 2024–26 are strongly informed by our workforce development plans (WDPs). These identify what changes are needed to support a thriving, diverse and sustainable workforce, and outline how learner pathways can be better aligned with the skills industry needs. Developing the WDPs includes analysing qualifications currently offered by learning providers, analysing current and future skills required by industry, developing new qualifications and providing investment recommendations for strategic alignment in vocational education.

There are currently six workforce development plans in development, all informed by extensive industry engagement (as described earlier in this plan). They have a completion target date of 30 June 2024. We anticipate launching them all in July 2024, after which all will go out for public feedback (as we did for Toi Pāho 1 (below-the-line screen sector WDP, funded by TEC COVID funding). The six WDPs under development are:

- Toi Whānui (Enabling Technologies):
- Toi Puaki (Performing Arts)
- Toi Pāho 2.0 (Above-the-line screen sector)
- Toi Ora (Personal Training)
- Toi Māori (Māori arts)
- Toi-ā-Ringa (Hairdressing and Barbering)

Each WDP will have a set of unique recommendations and an action plan to be rolled out in 2024–26, shaped by the longer-term goal of **Thrive by '35**: the idea that we should be able to see sustained positive and measurable impact in our industries from our strategy, action plans and qualifications by 2035.

To date, the headline issues that are most concerning industry, and that are common across our industries, include the need to develop more opportunities for:

- work-based learning, foundation skills, transferable skills, business and entrepreneurial skills and flexibility in provision
- greater regional provision
- formal training not always producing work-ready graduates
- new digital and creative industry apprenticeship models that cross levels 6 and 7 on the NZQCF
- more transparent and appealing pathways for Māori, Pacific, whaikaha and rainbow workforces into the technology and screen workforces
- removing barriers to skills acquisition for career changers
- up-to-date data and research on workforce composition, industry needs, trends and causes of workforce shortages
- better alignment across government agencies to reduce duplication of pilots and initiatives that are not underpinned by strategy and evidence of efficacy
- better coordination amongst all tertiary providers for the delivery of Toi Mai industry qualifications.

Many of these headline issues sit within a wider context of systemic challenges facing our workforces, including:

- uncertain and insufficient income within the gig economy
- disconnect between qualifications with income and career success
- lack of clear pathways for how people can enter and progress their careers
- lack of diversity at senior levels.

'Next cabs off the rank' for WDPs in 2024–26 include:

- Toi Puaki (Pacific Music)
- Toi Puaki/Pāho (Creative Writing and Publishing)
- Toi Puaki (Event Production)
- Toi Ora (Outdoor Recreation)
- Toi ā-Ringa (GLAMIR – Galleries, Libraries, Archives. Museums, Iwi Records)



Photo by Makea Pokere from Toi Mai Away Day 2023

QUALIFICATIONS

The Toi Mai Qualifications team facilitate the process of working with industry experts and providers to develop the qualification system products that meet their needs and enable priority learner success. They work closely with the engagement teams to analyse information from engagements and the WDPs to develop meaningful and accessible products that can be delivered in innovative and effective ways.

The Qualifications team is a small team of six kaimahi. This requires us to be really effective, creative and pragmatic in our qualification project processes. Our workplan is based on needs identified through our WDPs, wider engagements and NZQA's review schedule. We also gather information about graduate success and employer feedback from participating in NZQA-led consistency reviews for our 150 qualifications.

We have a large workplan of qualification projects planned for 2024–25 including the review of all Toi Whānui (Technology) qualifications in response to WDP action plan recommendations. New product developments for Conservation, a range of Toi Ora qualifications and our Hair and Barbering qualifications are also scheduled. New skill standards and/or micro-credentials are planned for creative freelancing, digital skills and social circus. We will also develop a transferable skills framework for our sectors to guide new skill standard development and provide building blocks for providers to create more varied programmes.

2025–26 is focused on Toi Ora (Aquatics and Snowsport) as well as our Floristry qualifications. Where possible we are moving to group qualifications into peka-wide projects so there is more cohesion within our qualification offerings as a suite. There is a tension sometimes in qualification development that we have to juggle between what industry want (often short, flexible, just-in-time) and what educationalists believe is viable and beneficial for the longer-term future of their learners.

PRODUCT DEVELOPMENT PROCESS

Each project follows the process steps detailed in our quality management system:



Quality assurance is woven throughout the process and each step focuses on:

- Scope – identifying need, identifying key stakeholders (particularly from priority groups) and gaining approval for the project.
- Plan – setting up and planning the project, gathering and analysing data and establishing a representational Te Puna Whāngai (Advisory Group).
- Develop – organising and holding a variety of hui (e.g., wānanga, talanoa, Te Puna Whāngai) and developing and testing required products.
- Consult – carrying out wide consultation and analysing and responding to feedback.
- Submit – submitting approved documentation to NZQA.
- Communicate – communicating outcomes to relevant stakeholders.
- Evaluate – conducting internal reviews and taking part in NZQA consistency reviews to inform future projects.

This process is underpinned by our design principles (ngā matapono), which ensure that Toi Mai qualification system products will:

- enable the practical application of the provisions of te Tiriti o Waitangi by collaborating with our sectors, providers and communities
- draw on evidence of current and future workforce skill needs
- prioritise Māori, Pacific people and tāngata whaikaha community needs to provide opportunities for all ākonga to succeed
- be accessible, flexible, sustainable and add value for ākonga and industry
- encourage innovation and transformation in education design, delivery and assessment.

We are working alongside other WDCs to be transformative in the way we serve the needs of Māori, Pacific peoples and tāngata whaikaha – both through our products and our processes. As part of this we will continue to implement a Tiriti-based analysis of our QMS and processes, as well as establish similar lenses for Pacific and tāngata whaikaha during 2024–26. This will also inform the assistance we offer providers through programme guidance documentation, programme endorsement and micro-credential support processes.

QUALITY ASSURANCE

Toi Mai has a quality assurance (QA) team of six kaimahi that carry out a wide range of assurance activities. In 2024–26 we will extend our services to add further value to providers and industry as we continue to ensure the integrity of our qualifications and standards. Toi Mai takes a supportive and holistic approach to our QA functions and will be carrying out more proactive engagements with schools and providers to assist with their internal quality assurance processes over the next two years. We are very aware of the heavy compliance burden on many in the tertiary education sector and a key focus in 2024–26 is to build on our trusted relationships and give providers and schools additional information and tools they need to maintain and improve their practice (e.g., hosting webinars, developing best practice guidance documents, new product familiarisations). The QA team provide six-monthly internal reports detailing QA trends, activity and results for each of our peka that highlight any areas of concern or significant achievements within each sector. This can help us understand the reality of delivery, inform our product developments, and assist providers address any potential issues without escalation.

Post-moderation: Toi Mai runs external moderation through a five-year moderation plan. More than 700 standards are distributed over five years, and approximately 130 standards are moderated annually. The plan is that every single standard will be moderated within that five-year period, with some higher-risk standards being called more frequently. We also refer to feedback from our engagement team and WDPs to see if there are any areas of concern. Moderation is called in retrospectively using the NZQA quarterly reports. All TEOs are split into

quarters and called for samples quarterly.

We apply a varied approach to moderation: post-moderation of assessment samples, observed moderation, moderation forums and moderation visits. This varied model allows us a holistic look at the performance of our schools and providers and ensures a national standard is maintained. Our processes are robust; however, our approach is always supportive and flexible to meet the needs of individual organisations.

Pre-moderation: Toi Mai requires all schools and providers to submit their assessment materials for pre-assessment moderation. As providers and schools pick up new skill standards, we expect this workload to increase during 2024–26. Our drive to ensure that all assessment material is approved and pre-moderated, means once again that a national standard is maintained, and this leads to less issues when it comes to post moderation.

Consent to assess: Toi Mai is collaborating with other WDCs to review our consent and moderation requirements (CMR). We anticipate consulting with industry and publishing a reviewed CMR document in 2024–25.

The Toi Mai consent to assess process is rigorous, and we ensure that schools and providers have the capability to deliver our standards safely and effectively. Consent to assess of high-risk unit standards could require site visits where appropriate.

Programme endorsement: We have worked closely with Te Rāngai Taketake to develop a programme endorsement matrix that is aligned to the principles of te Tiriti, Pasifika

values, as well as access, equity and tāngata whaikaha needs to ensure we apply the six WDC programme considerations fairly. This work is shared by the quality assurance and qualification teams and peaks during the later months of the year. With around 150 qualifications and many under review each year, this can be a considerable workload for our team.

Our goal when it comes to programme endorsement is to ensure that transformation takes place when it comes to our underserved learners. Each programme endorsement application is measured under this lens. Our approach is supportive, and we do not expect providers to change overnight; instead we wish to see steady progress over time. Applications are peer reviewed, and experts are used where necessary. Our system of having a quality assurance specialist and a qualifications development facilitator work together bring strength to our scrutiny.

Toi Mai works with schools: Toi Mai inherited a large number of unit standards at levels 1–3 from NZQA and ITOs on establishment. Most of these standards were developed decades ago (before achievement standards) with the intention of creating a pipeline of school leavers into careers in our sectors. Many of these standards have been popular with schools who run vocational and non-academic programmes (e.g., sport, outdoor recreation, performing arts, music), and for the value that our sectors provide as a vehicle for learning and development and as a way to recognise transferable skills (e.g., leadership, team-work, coaching, creativity, and problem solving).

Since the development of achievement standards in new curriculum areas, Toi Mai has identified a number of standards that would be more appropriately owned by Ministry of Education and we have plans to expire some standards as the NCEA refresh is rolled out. Supporting schools, moderating and reviewing these standards does put a lot of pressure on our limited resources. If our industries require it, we will continue to support a limited suite of standards that schools and Levels 1–3 providers can use within gateway programmes, or pre-employment micro-credentials, and that prepare people for the world of work. We have received a few requests for further standards in content creation, technology and digital skills at Level 1–3 that could be used by schools to prepare learners for employment.

Quality assurance engagements: The quality assurance team travels nationally and visits as many schools and providers as possible. These visits could be due to Action Plans, Non-compliances, CTA applications, building relationships or just visiting and hearing how we can support them better. Quite often we visit and have conversations as to how they quality assure themselves, thus learning from them. We have had one Schools Webinar and one Provider Webinar; they have provided information and support for these organisations and have been well attended and appreciated.

TOI MAI VALUES

Our mahi is influenced by four key values:

Kotahitanga: working collectively within Toi Mai and across Ohu Ahumahi.

Kia tangata whenua ai te reo me ngā tikanga Māori: normalising te reo Māori and tikanga Māori within the workplace.

Whanaungatanga: creating relationships and cultivating a sense of belonging.

Manaakitanga: showing respect, generosity and care for each other's wellbeing.

In the centre are four pou that underpin our mahi:

Aroha ki te Tangata



We will make the hauora of our kaimahi central to the culture of Toi Mai and our communities.

Te Whakatinanatanga o te Tiriti o Waitangi



We will empower Māori and support decisions made by Māori.

Whakawhirinaki



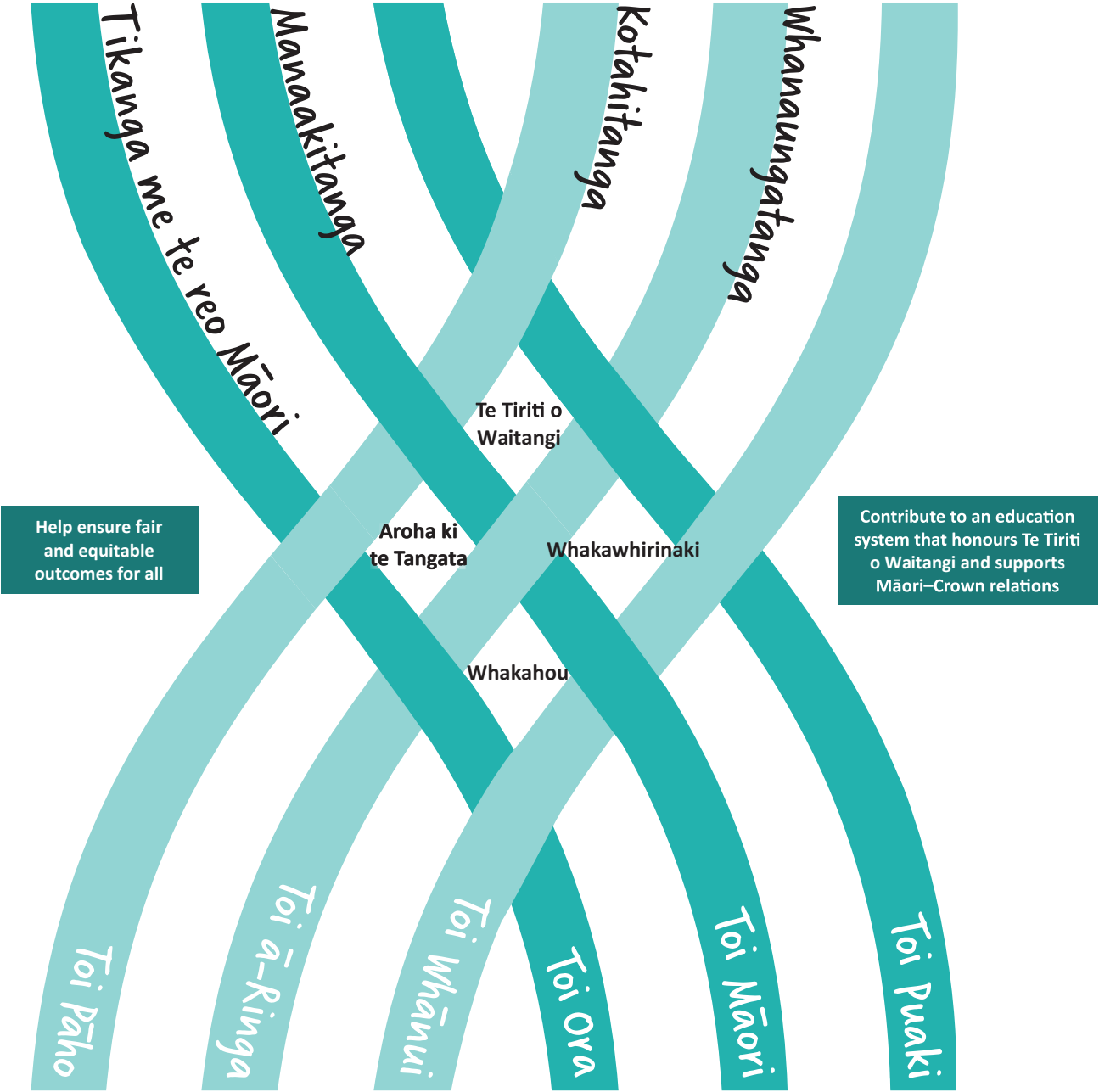
Toi Mai will be the trusted voice of our sectors, industries, businesses, employers and employees in the vocational education and training system

Whakahou



Whakahou/Transformation: We will embed new ways of thinking and doing to achieve dramatically different outcomes and impacts in all our mahi.

Represent the voices of Ngā Peka o Toi in the vocational education and training (VET) space. Provide skills and workforce leadership and advise the TEC on its investment in vocational education



Help ensure fair and equitable outcomes for all

Contribute to an education system that honours Te Tiriti o Waitangi and supports Māori–Crown relations

Shape the future curriculum of vocational education and training (through developing qualifications, setting standards, endorsing programmes and moderating assessments)

GOAL 1:

OUR TRUSTED ADVICE DRIVES ACTION

Annual deliverables	Actions
<p>D1.1 We publish and share our expertise on our sectors (peka) and their experiences.</p>	<ul style="list-style-type: none"> • Undertake research and engagements within each peka to understand experiences and opportunities for development. • Deliver up to six workforce development plans (WDPs) each year, focused on each peka. These will describe aspects of our peka and their experiences and identify areas for development and investment. • Understand and describe funding and flows for all peka.
<p>D1.2 We identify areas where increased investment in our peka is needed.</p>	<ul style="list-style-type: none"> • Identify and set targets for our priority populations and our peka for inclusion in our WDPs. • Deliver on actions identified for Toi Mai in our workforce development plans (including qualification and standard development). • Advise TEC on investment priorities for qualifications and skills within our peka. • Identify and work with champions to build narrative and momentum for funders to invest. • Collaborate with other WDCs to ensure alignment with wider iwi and hapū aspirations.
<p>D1.3 We ensure our advice is strongly informed by Pacific and other priority communities.</p>	<ul style="list-style-type: none"> • Develop and maintain databases of Māori and Pacific sole traders, businesses and social enterprises. • Facilitate meaningful talanoa to capture our Pacific community voices, ensuring timely feedback loops to share insights and outcomes with the community. • Work with government agencies and Pacific communities to facilitate tangible outcomes employment, vocational training opportunities and improved access to the labour market. • Measure and monitor the impact of Toi Mai investment in Pacific communities through the All-of-Government Pacific Wellbeing Outcomes Framework to ensure targets are being met.
<p>D1.4 We improve the attractiveness of vocational education as an option for new learners.</p>	<ul style="list-style-type: none"> • Develop and action a process for collection, storage and presentation of appropriate pathways information. • Collate and present pathways information for each peka relevant to qualifications including provider pathways, career mapping, and skill identification and mapping. • Identify and work with champions to share narrative and boost VET as an option for new learners.
<p>D1.5 We advocate for our industries to be better recognised by other government agencies for the many values they bring to New Zealand.</p>	<ul style="list-style-type: none"> • Advocate for change based on insights from our research and WDPs. • Share insights from our WDPs and wider peka research with partners and stakeholders.

GOAL 2:

WE ARE A GOLD STANDARD TE TIRITI O WAITANGI PARTNER

Annual deliverables	Actions
D2.1 We uphold the Articles of te Tiriti o Waitangi in our mahi.	<ul style="list-style-type: none"> • Build internal capability to uphold the Articles and provisions. • Programme endorsement is the first area we embed to uphold the Articles and provisions. • Recruit kaimahi with capability to uphold Articles and provisions. • Build fluency in te reo Māori recruitment and employment expectations. • Prioritise professional learning and development opportunities and normalisation. • Te Kāhui Pou (senior leadership team) set expectations on critical te Tiriti o Waitangi analysis being applied to all our mahi.
D2.2 All our kaimahi are confident in applying te Tiriti o Waitangi to their work.	<ul style="list-style-type: none"> • Build fluency in te reo Māori recruitment and employment expectations. • Prioritise professional learning and development opportunities and normalisation. • Te Kāhui Pou (senior leadership team) set expectations on critical te Tiriti o Waitangi analysis being applied to all our mahi.
D2.3 We enable Māori businesses, hapū and iwi to be active participants in our sectors.	<ul style="list-style-type: none"> • Trial a secondment of a hapū member in our teams. • Prototype including hapū representatives to work on Toi Māori WDP. • Ensure providers involve hapū in their modes of delivery (through endorsement and quality assurance). • Investigate the opportunity of sending Toi Mai kaimahi to hapū/ iwi. • Develop advice on options to increase Māori learner and business engagement in VET. • Identify barriers for Māori learners and businesses to engage in VET. • Develop and maintain databases of Māori and Pacific sole traders, businesses and social enterprises. • Advocate for the skills and workforce leadership for Māori and Pacific businesses by identifying their current and future skill needs.
D2.4 More Māori learners and businesses are engaged in vocational training in our sectors.	<ul style="list-style-type: none"> • Develop advice on options to increase Māori learner and business engagement in VET. • Identify barriers for Māori learners and businesses to engage in VET.
D2.5 Māori businesses are confident we understand their needs in each of our sectors.	<ul style="list-style-type: none"> • Develop and maintain databases of Māori and Pacific sole traders, businesses and social enterprises. • Engage with Māori businesses. • Advocate for the skills and workforce leadership for Māori and Pacific businesses by identifying their current and future skill needs.

GOAL 3: OUR PRODUCTS ARE ‘WOW’

Annual deliverables	Actions
<p>D3.1 More priority learners are studying and succeeding in our qualifications.</p>	<ul style="list-style-type: none"> • Encourage providers to develop programmes for our qualifications in areas where need had been identified. • Review and develop qualifications to ensure pathways are accessible to priority learners and the content is inclusive of tāngata Māori and tāngata Tiriti world views. • Endorse provider programmes that demonstrate a focus for priority learner success.
<p>D3.2 Our published products are valued.</p>	<ul style="list-style-type: none"> • Workforce Development Plans have high readership and are valued across Ngā Peka o Toi. • Convene a discussion with industry peak bodies and tertiary providers on pathways to sustainable creative careers and the complex issues in VET. • Five-year qualification and standards workplan is prioritised by industry need and implemented to ensure our qualification products are current and reflect employer needs. • Five-year moderation workplan implemented. • Our quality assurance functions add value to providers and learners and maintain integrity of our qualification products. • Promote our information and other products.
<p>D3.3 Providers offer our qualifications and programmes.</p>	<ul style="list-style-type: none"> • Identify and develop skill standards for transferable skills that work across our sectors and other WDCs. • Co-design qualifications and standards with potential providers. • Work with providers and industry to enable and support mixed provider and work-place based learning. • Develop NZ Programmes or programme guidance to help providers understand qualification intent, delivery options and speed up process. • Design and structure qualifications to create pathways and recognise transferable skills. • Reduce duplication and rationalise standards where they are not needed or valued by employers. • Continue to transform our quality assurance processes.

GOAL 4:

AROHA KI TE TANGATA

Annual deliverables	Actions
<p>D4.1 We support our team (rāngai colleagues/direct reports) and our wider Toi Mai kaimahi to reach their full potential.</p>	<ul style="list-style-type: none"> • Kaimahi are encouraged to take up professional development opportunities.
<p>D4.2 We leverage the value of collaboration with other WDCs.</p>	<ul style="list-style-type: none"> • Contribute to communities of practice, Ohu Ahumahi Qualification and Quality Assurance (QAQ) GM meetings, Aka Kōrero development and other shared workstreams across Ohu Ahumahi. • Toi Mai Poumatua contributes to the collaborative work of Te Herenga Kura. This collective of Māori leaders across Ohu Ahumahi leads and supports work pieces to realise the educational aspirations of Māori. Te Herenga Kura translates as the tying post for our Māori leaders.
<p>D4.3 We work smarter and more sustainably with the limited resources we have.</p>	<ul style="list-style-type: none"> • We get together three times a year to reassess our workplan and priorities. • Support all kaimahi to ensure we are a financially viable and sustainable organisation. • Operate within approved budget that adheres to all financial policies and procedures including the sensitive expenditure and expense management, demonstrating prudent responsibility of government funding.
<p>D4.4 In all we do we carefully manaaki: - te taha tinana, physical wellbeing - te taha hinengaro, emotional and mental wellbeing - te taha wairua, spiritual wellbeing.</p>	<ul style="list-style-type: none"> • Foster a healthy and safe work environment that enables kaimahi to thrive where we are responsible for our own health, safety and waiora while not putting others at risk around us. • Our Rāngai will ensure the well-being and safety of all kaimahi through adherence to health and safety standards and practices.
<p>D4.5 Our leaders practice exemplary leadership.</p>	<ul style="list-style-type: none"> • We will develop and continuously improve leadership capability within Toi Mai. • We will support our leaders to provide clear and coordinated direction to enable kaimahi to achieve our strategic objectives.

GOAL 1:

OUR TRUSTED ADVICE DRIVES ACTION

PRIORITY WORKSTREAMS

Workstreams	Te Tiriti o Waitangi focus	Function area	Milestones	Indicators
Publish online six Workforce Development Plans	Te Tiriti o Waitangi woven throughout all WDPs.	Leadership and engagement, Advice to TEC	<ul style="list-style-type: none"> 2025: Complete all six WDPs. 2025 Q2: BAU processes set up for maintenance and updates to WDPs. 2026 Q2: Data has been through one refresh cycle. First wave of content implemented via feedback from industry through Ngā Rourou. 2024 Q4: Produce a report (A3) with a story outlining who is in our peka. 2024 Q4: Share insights from our WDPs and wider peka research with government agencies. 	Publications released on our website
Commission research to understand our sectors	Partner with Māori to deliver research outputs that meet their needs. Build cultural competence and understanding of te Tiriti o Waitangi obligations.	Leadership and engagement, Advice to TEC	<ul style="list-style-type: none"> 2024 Q4: Toi Mai has completed foundational research on all of our sectors. 2024 Q4: Complete investigation on the possible opportunities for coordinated policy and investment changes to support the creative industries. 	Published research
Implement actions in WDPs	Engagement teams will continue to be the conduit between industry, Toi Mai and other partners to support implementation and broker solutions.	Leadership and Engagement, Advice to TEC	<ul style="list-style-type: none"> 2024 Q4: Assess viability of group apprenticeship-style training for the screen and technology sectors. 2025 Q1: WDP Action Plans developed. 2025 Q4: Prioritised actions are delivered. 	Published WDP Action Plans
WDP and sector engagement highlight areas for investment in peka	Advice reflects our commitment to Te Tiriti o Waitangi and the needs and aspirations of Māori businesses, kaimahi and ākonga (learners) in Ngā Peka o Toi. Assess funding and flows for Māori businesses.	Leadership and Engagement, Advice to TEC, Qualification Reviews	<ul style="list-style-type: none"> 2024 Q4: Commission or develop case studies on funding and flows for each peka. Ongoing advice is provided on where to increase or decrease investment in peka. 	Published case studies

Workstreams	Te Tiriti o Waitangi focus	Function area	Milestones	Indicators
Provision of funding advice to TEC	Advice reflects our commitment to te Tiriti o Waitangi and the needs and aspirations of Māori businesses, kaimahi and ākonga (learners) in Ngā Peka o Toi.	Advice to TEC	<ul style="list-style-type: none"> 2024 Q2: Funding advice provided to TEC. 2025 Q2: Funding advice provided to TEC. 2025 Q4: We identify and set targets for our priority populations in each peka as appropriate. 	Published targets for each peka
Provision of advice to industry and relevant government agencies		Leadership and engagement	<ul style="list-style-type: none"> Ongoing engagement with government agencies about issues relevant to our peka. 2025 Q2: Identify data sources that can be reused and repurposed to inform communities. 2024 Q4: Develop a coherent narrative for one peka/collectively for agencies to use. 	Published Talanoa data insights. Developed internal cultural capability
Engage with Pacific and other priority communities and businesses		Leadership and engagement	Ongoing	Greater proportional representation in our database and analyses. Insights and advice reflect Pacific and other priority communities and businesses' needs
Raise awareness of the value of new Toi Mai qualifications for priority learners with providers	This would include participation of Māori learners in VET.	Leadership and engagement	Ongoing	Increase overall engagement of priority learners in VET
Engage with government agencies to raise awareness of the contribution of Ngā Peka o Toi		Leadership and engagement	<ul style="list-style-type: none"> 2024 Q4: Develop a coherent narrative for one peka/collectively for agencies to use. Ongoing engagement with government agencies on insights and advice on our industries. 	Published narrative
Toi Mai brokerage function		Leadership and engagement	<ul style="list-style-type: none"> Convene a discussion with industry peak bodies and tertiary providers on pathways to sustainable creative careers and the complex issues in VET. 	

GOAL 2:

WE ARE A GOLD STANDARD TREATY OF WAITANGI PARTNER

PRIORITY WORKSTREAMS

Workstreams	Te Tiriti o Waitangi focus	Function area	Milestones	Indicators
Ka Mua Ka Muri. Build internal capability to uphold the Articles of te Tiriti o Waitangi	Moving from assessing cultural needs of teams to building cultural products Build fluency in te reo Māori recruitment and employment expectations. Prioritise te ao Māori and te reo Māori professional learning and development opportunities and normalisation. Te Kāhui Pou (senior leadership team) set expectations on critical te Tiriti o Waitangi analysis being applied to all our mahi.		<ul style="list-style-type: none"> Embed products/services that include culture and equity. 2024 Q4: Undertake additional team training on upholding te Tiriti o Waitangi. 2024 Q4: All kaimahi take at least one course in te ao Māori to build competency. 2025 Q1: We develop policy and guidelines on using Māori data. 	Māori learners and businesses are engaged in vocational training in our sectors Māori businesses are confident we understand their needs in each of our sectors. We contribute to government Māori workforce strategies and plan
Engagement with Māori businesses, iwi/hapū/whānau	Linking our work with that of other government agencies in the area of Māori workforce development to strengthen outcomes for Māori and reduce duplication in Māori– Crown relations.	Leadership and engagement	<ul style="list-style-type: none"> Advocate for the skills and workforce leadership for Māori and Pacific businesses by identifying their current and future skill needs. Māori voices are highlighted in our products, including WDPs. Identify barriers for Māori learners and businesses to engage in VET. 2025 Q2: Develop advice on options to increase Māori learner and business engagement in VET. 2024 Q4: Develop and maintain databases of Māori and Pacific sole traders, businesses and social enterprises. 	
Ensure the needs of hapū Māori are reflected in our advice	Iwi engagement Rōpū – Te Herenga Kura		<ul style="list-style-type: none"> 2024 Q4: Develop an action plan for iwi engagement. Toi Mai commits to follow up with a response to an engagement within 20 working days. 	Increased coverage of hapū Māori investment needs in our advice

GOAL 3:

OUR PRODUCTS ARE WOW

PRIORITY WORKSTREAMS

Workstreams	Te Tiriti o Waitangi focus	Function area	Milestones	Indicators
Raise awareness of the value of new Toi Mai qualifications with providers		Marketing and Communications	2024–25 pathways (qualifications) published on the Toi Mai website. WDPs published and promoted	Providers develop programmes for our qualifications
Develop a strategic relationship with wānanga and other Māori providers to strengthen our partnership and reflect the significance of Māori–Crown relationships in the VET system.		Engagement	Harness provider capability to deliver learning outcomes integral to ensuring inclusion for Māori, Pacific, tāngata whaikaha and neurodiverse ākonga.	
Adding value through quality assurance and endorsing programmes that meet industry needs and enable priority learner success.	Toi Mai has developed a programme endorsement matrix based on Articles of te Tiriti of Waitangi.	Quality Assurance and Qualifications	<ul style="list-style-type: none"> Continue to implement our five-year moderation plan and communicate requirements to schools and providers. Continue to provide Consent to Assess, pre-assessment moderation, programme endorsement services for providers within our service level agreement timeframe. Continue to trial new ways to assist and work with Providers and schools – including observed moderation, provider visits, forums and webinars, and other activities to transform quality assurance. Apply programme endorsement matrix based on te Tiriti to ensure quality outcomes for learners and industry. 	Quality Assurance work shows an improvement in the quality of assessment practice. Our Quality Assurance functions meet NZQA requirements and add value to industry. We continue to provide consent to assess and programme endorsement services with at least 90% achieved within our service level agreement timeframe.

GOAL 3:

OUR PRODUCTS ARE WOW

PRIORITY WORKSTREAMS

Workstreams	Te Tiriti o Waitangi focus	Function area	Milestones	Indicators
Strengthening skills through effective qualifications and engagement with industry	<p>Toi Mai design principles include ensuring our products and processes:</p> <ul style="list-style-type: none"> enable the practical application of te Tiriti o Waitangi and are inclusive of mātauranga Māori, fa’a and other world views prioritise Māori, Pacific and diverse community needs are developed in collaboration. <p>Te Tiriti Analysis carried out and implementation plan developed and actioned for qualifications and quality assurance functions.</p>	<p>Qualifications and engagement</p> <p>The Inclusion, Diversity and Equity Collective would be responsible for the co-design of accessible qualification principles, that can be embedded into Toi Mai qualification review and/or quality assurance activities.</p>	<ul style="list-style-type: none"> Identify and develop transferable skill standards. Prioritise and implement qualifications workplan in response to industry needs, WDP recommendations and to enable priority learner success. Develop and review qualification products in partnership with Māori and industry. Targeted micro-credentials developed. Evaluation framework developed to identify qualifications that can be easily improved for accessibility specific to Māori, Pacific, tāngata whaikaha and neurodiverse ākongā. Continue to roll out five-year qualifications development workplan in 2024–26. As of end March 2024 this includes a mix of qualification and standard reviews to maintain product currency and new developments identified from industry engagement and our workforce development plans (see Appendix A). <ul style="list-style-type: none"> 2024–25: Develop skill standards and targeted micro-credentials to support creative skills, digital skills, rafting, conservation (with Muka Tangata) and social circus. 2024–25: Develop skills framework that identifies transferable skills required by our sectors in the future and can guide qualification development. 2024–25: Review qualifications and standards for: Barbering, Sport Coaching, Community Development, Museum Practice, Equine, Cycle skills, Outdoor Experience, Diving, Computing and Technology, Performing arts Teaching. 	<p>Industry and provider satisfaction with our products. Toi Mai Qualification design principles are applied throughout our product development process to ensure industry and Māori have influence and confidence in our products. We continue to process micro-credential support applications within our service level agreement timeframe. Qualifications functions meet NZQA requirements.</p>

Workstreams	Te Tiriti o Waitangi focus	Function area	Milestones	Indicators
			<ul style="list-style-type: none"> <li data-bbox="852 450 1177 701">• 2025–26: Review qualifications and standards for Snowsport and Avalanche, Aquatics Water Treatment, Outdoor Recreation L1–3, Entertainment and Event Technology and Floristry. <li data-bbox="804 745 1161 898">• Create an Inclusion, Diversity and Equity Collective who represent Māori, Pacific, tāngata whaikaha and neuro-diverse communities. 	

GOAL 4:

AROHA KI TE TANGATA

PRIORITY WORKSTREAMS

Workstreams	Te Tiriti o Waitangi focus	Function area	Milestones	Indicators
Support our team (rāngai colleagues/ direct reports) and our wider Toi Mai kaimahi to reach their full potential	<p>We work across rāngai to carefully manaaki our staff in the areas of Māori, Pacific and diverse communities.</p> <p>We have a dedicated Rāngai Taketake, to support the Māori, Pacific and Equity capabilities of Toi Mai kaimahi.</p>	All	<p>Performance reviews and conversations (1:1s) held regularly.</p> <p>Kaimahi are encouraged to take up professional development opportunities.</p>	<p>High levels of staff engagement in annual engagement survey</p> <p>Kaimahi apply for internal roles that extend their skills</p>
Support all kaimahi to ensure we are a financially viable and sustainable organisation. We operate within approved budget that adheres to all financial policies and procedures including the sensitive expenditure and expense management, demonstrating prudent responsibility of government funding.		All	<p>All Poururuku operate within their approved cost centre allocation.</p> <p>All kaimahi understand and follow organisational policies around expenditure (including sensitive expenditure).</p>	Budget is balanced
Leverage the value of collaboration with other WDCs	The Poumatua is part of a collective group of like roles from across all Ohu Ahumahi. They work collaboratively to lead and support work pieces to help all Ohu Ahumahi to realise the educational aspirations of Māori. In 2023 our Poumatua gave this group the name Te Herenga Kura – which translates at the tying post for our Māori leaders.	All	We contribute to communities of practice, meetings, development and other shared workstreams across Ohu Ahumahi.	
Foster a healthy and safe work environment that enables kaimahi to thrive where we are responsible for our own health, safety and waiora while not putting others at risk around us. Our Rāngai will ensure the well-being and safety of all kaimahi through adherence to health and safety standards and practices.	<p>In all we do we carefully manaaki:</p> <ul style="list-style-type: none"> te taha tinana, physical wellbeing te taha hinengaro, emotional and mental wellbeing te taha wairua, spiritual wellbeing te taha whānau, family and social wellbeing of our staff. 	All		Safe 365 audits



Photo by Makea Pokere taken at Te Rau Karamu Marae – Massey University Wellington



Photo by Makea Pokere from Toi Mai Away Day 2023

TOI MAI STRUCTURE AND GOVERNANCE

We are organised through six functional rāngai (teams): Te Rāngai Ringa Tohu – Qualifications and Assurance; Te Rāngai Pārekareka – Sector Engagement; Te Rāngai Pā Manaaki – Pathways and Communications; Te Rāngai Taumata Tirotiro – Strategies and Insights; Te Rāngai Taketake – Māori, Pacific and Equity team; supported by Te Rāngai Ratonga Rangapū – Corporate Services (see chart below). Together with te Tumu o Toi (CEO), Poumatua and Tirirau (Corporate Services Manager), the Poururuku comprise te Kāhui Pou, the Executive Leadership Team.

In early 2024 the extended tier two and three leadership teams undertook group leadership training through Catapult consultants, so we could all learn the same skills and language around leadership in order to support Toi Mai and our kaimahi to succeed.

We also operate cross-functionally when developing our workforce development plans. Kaimahi from each of the four rāngai make up each peka WDP project team, with each being led by a Karamatamata (Sponsor) and Uru (Project lead) drawn from within Toi Mai. This approach allows for each team to support our industries in a structured way, to meet Toi Mai activities and functions.

TOI MAI ORGANISATIONAL STRUCTURE

Te Tumu o Toi – Chief Executive Officer	Poumatua – Deputy Chief Executive	Poururuku Rāngai Ringa Tohu – GM Qualifications and Assurance	Poururuku Rāngai Parekareka – GM Sector Engagement	Poururuku Rāngai Pā Manaaki – GM Pathways and Communications	Poururuku Rangai Taketake – GM Māori, Pacific, Diversity & Inclusion Strategy & Implementation	Te Tirirau – Corporate Services Manager	Poururuku Rāngai Taumata Tiroitiro – GM Strategy, Insights and Impact
1 Te Pou Whiriwhiri – Executive Assistant		1 Te Ringa Kounga – Quality Assurance Manager	2 Mata-tika – Team Lead	2 Te Pa Whakatupu – Pathway Advisors	1 Te Kahu Ahurea – Strategic Māori Adviser	1 Te Pou Arataki – Governance Adviser	1 Te Whatu Rarau – Data Analyst
		4 Te Ringa Hāngai – Quality Assurance Specialists	6 Mata Herehere – Relationship Managers	1 Te Pa Rere Hua – Communication & Marketing Lead	1 Te Kanohi Ahurea a-Māori – Matauranga Specialist	1 Te Taungarau – Corporate Services Coordinator	1 Te Whatu Rarau – Data Advisor
		1 Te Ringa Whakarite – Quality Assurance Coordinator		1 Te Pa Ohoreo – Comms Advisor	1 Te Kahu Ahurea ā-Tāngata Rite Tahī – Diversity & Inclusion Partnership Lead	1 Te Taungarau – Corporate Services Administrator	1 Te Whatu Choocho – Lead Advisor
		1 Te Ringa Whanake – Qualifications Manager		1 Te Pa Auaha – Designer	1 Te Kahu Ahurea ā-Tāngata Rite Tahī – Diversity & Inclusion Partnership Lead		1 Te Whatu Choocho – Senior Advisor
		5 Te Ringa Hanga Tohu – Qualification Development Facilitators		1 Te Pa Rere – Marketing/ Comms Advisor Māori			

Our current structure of 46 FTE is not too different to the establishment organisational structure that was developed by the Toi Mai Interim Establishment Board. Now that we know more about our functions, our value and our strategic priorities, however, we need to better align our structure to deliver our organisational goals through to 2026. In the new financial year, we will be reviewing the way Toi Mai is organised to align with our goals. It is too early to say what this will look like, but it will be within budget.

GOVERNANCE

The Toi Mai Board is comprised of seven members, all of whom bring a wide range of industry and governance experience. The Board is co-chaired by Dr Kathie Irwin and Alice Shearman. Five Board positions are up for re/appointment in 2024. The membership of the Board is intended to ensure that the interests, voices and insights of the sectors, communities and industries we represent are heard and inform the work of Toi Mai.

The Toi Mai Board will continue to monitor the organisation's work programme through the following ways:

- fortnightly meetings between the CEO and Co-Chairs
- full Board meetings every two months, with the agenda set by Co-chairs, including financial, strategic and impact reporting, H+S and risk register monitoring
- three Board Committees: Māori, People and Culture, and Finance, Audit and Risk and that each meet four times a year
- three-monthly monitoring of sensitive expenditure of organisation, CEO and Board members.

The Toi Mai Board will continue to assess its own performance through the following ways:

- bi-monthly discussions about Board issues in Board-only time
- bi-monthly meeting reviews
- a Board review/evaluation and skills needs analysis every 18 months.

TE KĀHUI AHUMAHĪ

Te Kāhui Ahumahi is made up of the Manawhakahaere Māori of the six WDCs, including three Toi Mai board members. The approach of Te Kāhui Ahumahi is built around their vision of Māori flourishing in all parts and at all levels of the vocational education system. ^Āngā Māori and their whānau should be able to see a limitless future for themselves, have clear pathways to achieving that future in the vocation system and to be part of iwi, hapū and industry growth. Aligned to this is the work of the Te Herenga Kura (Poumatua/Manukura/Amokura of the WDCs and Hāpaitia).

PACIFIC FONON

The Pacific Fono comprises WDC Board members of Pacific heritage, including one Toi Mai Board member. The Pacific Fono is a collective voice who provide strategic leadership across Ohu Ahumahi. Its purpose is to ensure that the WDC ecosystem is delivering on its obligations to help Pacific learners and their families.



Photo by Makea Pokere at Te Poho-o-Rawiri Marae - Gisborne

FINANCIAL MANAGEMENT AND RISK

Toi Mai Operating budgets for 2024–25 and 2025–26

Our financial tables are contained in Appendix C.

Budget assumptions

- No increase in government revenue.
- No interest has been factored in yet.
- \$150k for Research and \$100k for the Toi Mai contribution to the Shared Data Platform (SDP) from the Special Initiatives Reserve for each of the 2024–25 and 2025–26 financial years.
- Council fees will remain static and Hāpaitia shared services costs will remain flat with a 1/6 share across the WDCs.
- CPI is based on Treasury estimates at November 2023 when the budget process was started.
- Outyears are included to show that we will not be insolvent at any time in the near future.
- Any savings to be funded through attrition, reduced travel expenditure or funding special projects from Special Initiative Reserve.

Cost Drivers

The main cost drivers are the CPI driving salary expectations up, and ever-increasing travel costs. We try and offset high travel costs by booking in advance and holding online meetings where possible. The Board holds half of its meetings online.

RISK REGISTER

Toi Mai is taking a new approach to managing risk

Risk is about the uncertainty we have about the future, and its implications for our ability to deliver our objectives. Most prominent literature and discussion about risk is about the negative effects of uncertainty – the risk of bad things happening and the need to minimise or mitigate those risks. There is a growing recognition among the risk community that great decision-making requires a good understanding of an organisation’s risk environment – including how agencies can use (or take) risk to help achieve strategic goals. Agencies are increasingly moving away from heat maps and RAG ratings as their sole approach to risk and looking to adopt a more mature approach to risk management that:

- helps reduce the likelihood of issues occurring that could pose a threat to our ability to deliver our objectives or risk kaimahi health and safety
- reduces uncertainty about the nature of our key risks and how we will approach them
- helps prioritise our actions to achieve our strategic objectives.

Toi Mai is using risk to help achieve our goals

There are many approaches and frameworks to managing and approaching risk, and most professional services firms offer frameworks and tools to help identify and reduce organisational risk. Most of the leading approaches to managing risk can be summarised as doing three things:

- accepting where risks are currently controlled, and managing these by exception
- identifying risks that need to be managed, and establishing appropriate controls
- identifying the risks we need to take to achieve our goals.

In 2023 the Toi Mai Board adopted this new above framework to how Toi Mai thinks about and manages risk. Taking this approach supports the Board to monitor and manage the risks that need attention and should provide confidence we're focusing on the right risks.

We are attaching the initial risk assessment, as this is still a work in progress

- We have completed an assessment of our current risks – attached at Appendix B. This initial assessment captures:
 - the risks we consider are currently controlled, and anticipate reporting on an exception-basis
 - the headline risks facing the Board that require active management, as well as suggested controls.
- We have grouped our headline risks along four main themes:
 - Ensuring our effectiveness
 - Ensuring we contribute to an education system that honours te Tiriti o Waitangi and supports Māori–Crown relations
 - Managing and responding to sustained financial pressure
 - Building and maintaining stakeholder confidence.

CHALLENGES

Changes around the skills and workforce development structures were signaled by coalition partners before the election, which creates some uncertainty about long-term planning. Toi Mai continues to operate under its Order in Council (and parent legislation), supporting Government with advice on skills and other opportunities to develop the workforce until informed otherwise.

PERFORMANCE MEASURES

NZQA-aligned function measures for 2024–25 and 2025–26

Focus area	Description of outputs	Measures of success (2024–25 and 2025–26)	Key performance indicators
Developing and setting standards, capstone assessments and qualifications	Skill standards, qualifications, micro-credentials, national curricula and capstone assessments are developed to meet industry needs.	SMART performance measures are agreed with NZQA and reported against for 2024–25 and 2025–26.	<ol style="list-style-type: none"> Measures are agreed with NZQA and submitted to TEC by 31 May 2024. Progress against these measures is reported in TEC progress reports for 2024–25 and 2025–26.
Endorsing programmes and moderating assessments	Providers' programmes are endorsed, and standards and capstone assessments are moderated.	SMART performance measures are agreed with NZQA and reported against for 2024–25 and 2025–26.	<ol style="list-style-type: none"> Measures are agreed with NZQA and submitted to TEC by 31 May 2024. Progress against these measures is reported in TEC progress reports for 2024–25 and 2025–26.

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Function measures: skills leadership

Focus area	Description of outputs	Measures of success (2024–26)	Key performance indicators
Skills leadership	Current and future workforce needs of industry identified in skills and workforce development plans.	Workforce development plans inform all Toi Mai functions (particularly standards setting, qualifications development, advocacy, and advice to TEC).	<p>Evidence in plans of relevant industry body support.</p> <p>Plans underpin activities in Toi Mai Operational Plan.</p>

Impact measures for 2024–25 and 2025–26

Existing or New	Reform of Vocational Education (RoVE) benefit	Key performance indicators	Measure	Frequency
Existing	A stronger voice for learners, industry, employers, Māori employers and regions, including iwi development	% of key industry and Māori sector stakeholders who agree their priorities are understood and effectively communicated by WDCs	To assess the levels of confidence of the main industry bodies and Māori sector stakeholders that their priorities are understood by the WDCs, and that the WDCs are effectively communicating these priorities to the sector	Reported annually in the August 2025 and August 2026 progress reports

Impact measures for 2024–25 and 2025–26

Existing or New	Reform of Vocational Education (RoVE) benefit	Key performance indicators	Measure	Frequency
Existing	Relevant vocational education meeting the skill needs of learners, industry, employers, regions, Māori, iwi and hapū	% of key industry and Māori sector stakeholders that are confident graduates <u>will have</u> the relevant skills	Evidence that the main industry bodies and Māori sector stakeholders are confident that the system changes <u>will</u> result in graduates having the relevant skills	Reported annually in the August 2025 and August 2026 progress reports
Existing	Relevant vocational education meeting the skill needs of learners, industry, employers, regions, Māori, iwi and hapū	% of key industry and Māori sector stakeholders that agree graduates <u>have</u> the relevant skills	Evidence that the main industry bodies and Māori sector stakeholders agree courses and qualifications <u>have</u> equipped learners with the skills relevant to employers	Reported annually in the August 2025 and August 2026 progress reports

Management Measures

Focus area	Measure	Agreed Target
Financial management	The WDC has performed within its budget (via the standard Financial Planning and Reporting Template).	Any material difference between actuals and the overall budget is explained in financial reporting
Risk management	The Risk Register is completed (including risk details and level of risk. Each risk has an appropriate response for mitigation.	Mitigation activities identified for all identified risks
Governance	The WDC maintains a strong and capable governing council that provides effective leadership, agrees plans with achievable targets, understands its functions and responsibilities, and has the skills and experience to fulfil its functions.	Regular council self-assessment, independent governance assessment in line with the Order in Council (OIC) and results actioned
	The Council undertakes its duties in alignment with its Order in Council (OIC)	<ul style="list-style-type: none"> The Council publishes its Statement of Strategic Direction at least once every three years, as required by its OIC (clause 8) The Council publishes its Annual Report, as required by its OIC (clause 9) The Council meets the Constitutional Membership required by its OIC (clause 10) The Council adheres to the Appointments Process and Matters to be Considered under its OIC (clauses 11 and 12) Council meeting agendas provided to the TEC.

Toi Mai 5-year Quals workplan (2024-2026 extract)

PROJECT	YEARS												TOTALS							
	SECTOR	TYPE	YEAR	2024	2024-2025	2025-2026	2026-2027							Std reviewed	#Std expired	#Std new	# Qual dev	Qual expired	Qual review/rev	# Micro-creds
Creative Skills for Business/ Entrepreneur L3 Micro-credential/Skill standard development	TOIA-RINGA	NEW	2024-2025																	1
Business Skills for Creative sector L5 Micro-credential(s)	TOIA-RINGA	NEW	2024-2025																	1
Foundational Digital Skills L2-3 (digital literacy) – gap skill standard development	TOIWHANUI	NEW	2024-2025																	1
Rafting US review (22 US) and Micro Credential development	TOIORA	REVIEW	2024-2025											22						1
Circus Trainer (Social circus) Micro-credentials development	TOIPUAKI	NEW	2023-2024																	2
Skills Framework – transferable skills project	ALL PEKA	NEW	2024-2025																	
Barbering L4 (1x Qual, 13xUS) review	TOIA-RINGA	REVIEW	2024-2025											13					1	
Conservation micro-credentials – Start Q2 2024 & Review 2x parks US. With Muka Tangata	TOIORA	NEW	2024-2025											2						1
Sport Coaching & Officiating (4 Quals, 15+ standards)	TOIORA	REVIEW	2024-2025											15					4	
Community Dev, Prog Delivery and Mgmt (3x Quals and associated 9 US)	TOIORA	REVIEW	2024-2025											9					3	
Museum Practice (Level 4) (1 Qual)	TOIORA	REVIEW	2024-2025																1	
Facility Ops L4, Mgmt L6 (2 quals, 11 standards)	TOIORA	REVIEW	2024-2025											11					2	
Equine Coaching (4 Quals, 18x US review)	TOIORA	REVIEW	2024-2025											18					4	
Cycle Skills Instruction L4 (1 Qual, 6xUS)	TOIORA	REVIEW	2024-2025											6					1	
Outdoor Experiences L3 & L4 (2 Quals, and 4x L4 US)	TOIORA	REVIEW	2024-2025											4					2	
Diving (3 Quals, 41 US)	TOIORA	REVIEW	2024-2025											41					3	
Exercise Instruction (10 US)	TOIORA	REVIEW	2024-2025											10						
Computing and Technology, qualification suite (13 Quals)	TOIWHANUI	REVIEW	2024-2025																13	
Hairdressing Quals and Standards including Salon Skills L2 and Adv hair L4-5 (47 standards)	TOIA-RINGA	REVIEW	2024-2025											47					5	
Performing Arts Teaching L5&6 (2 Quals, 17x US) – no usage	TOIPUAKI	REVIEW	2024-2025											17						
Snowsport and Avalanche (12 Quals, 70x US)	TOIORA	REVIEW	2025-2026											70					12	
Aquatics Water treatment (1 Qual and Quals, 6 US)	TOIORA	REVIEW	2025-2026											6					1	
Outdoor Recreation, Te Ao Turoa L1-3 (Schools) 52x US	TOIORA	REVIEW	2025-2026											52						
Entertainment and Event Technology (4 Quals, 45 US)	TOIPUAKI	REVIEW	2025-2026											45					4	
Floristry (3 Quals)	TOIA-RINGA	REVIEW	2025-2026																3	
<i>Further reviews and new developments to be prioritised based on WDP needs</i>													388	0	0	0	59	7		

HEADLINE RISKS

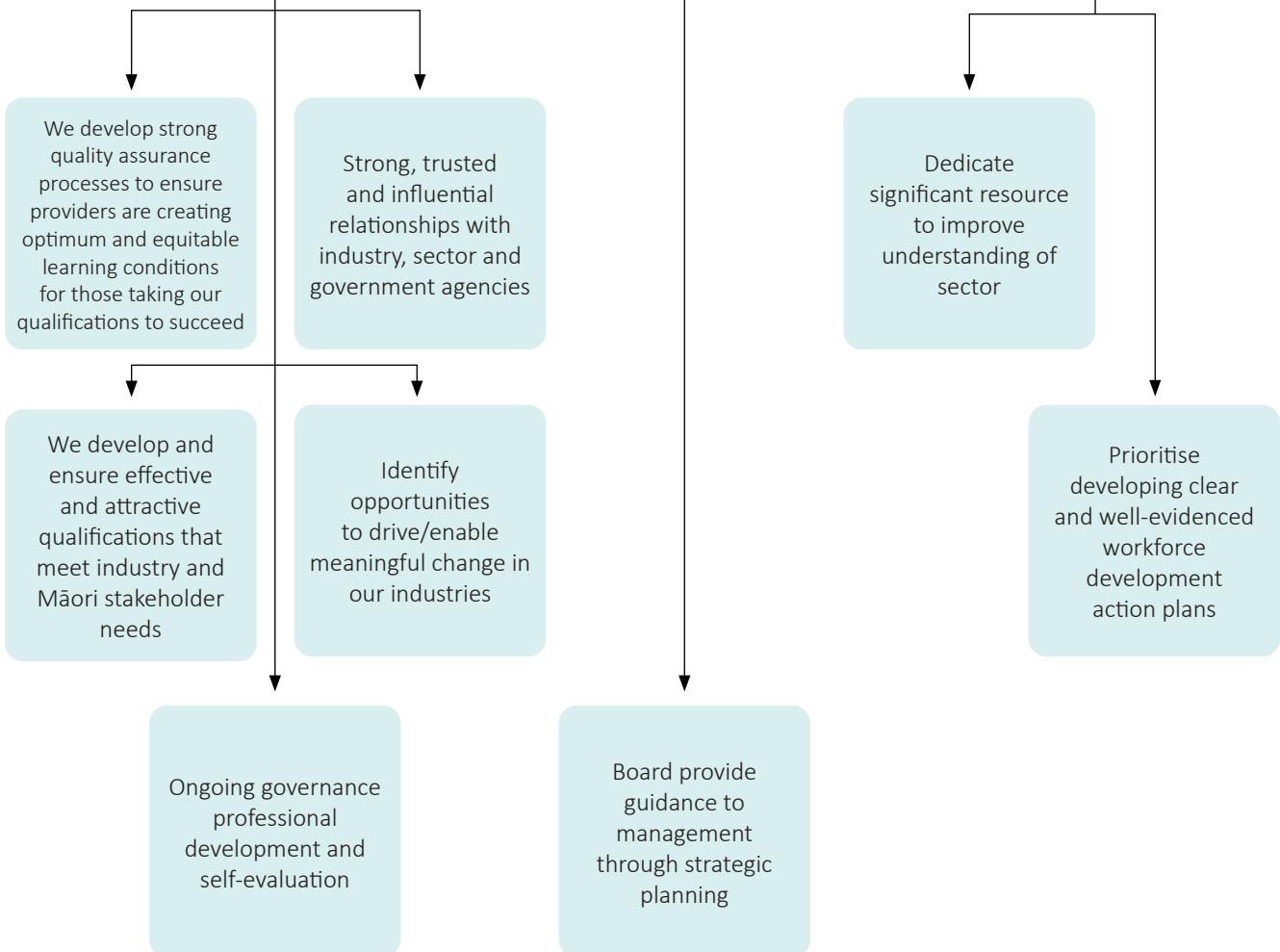
IDENTIFIED RISKS, THEMES AND SUGGESTED CONTROLS

Risk theme 1: Ensuring our effectiveness

Headline risks

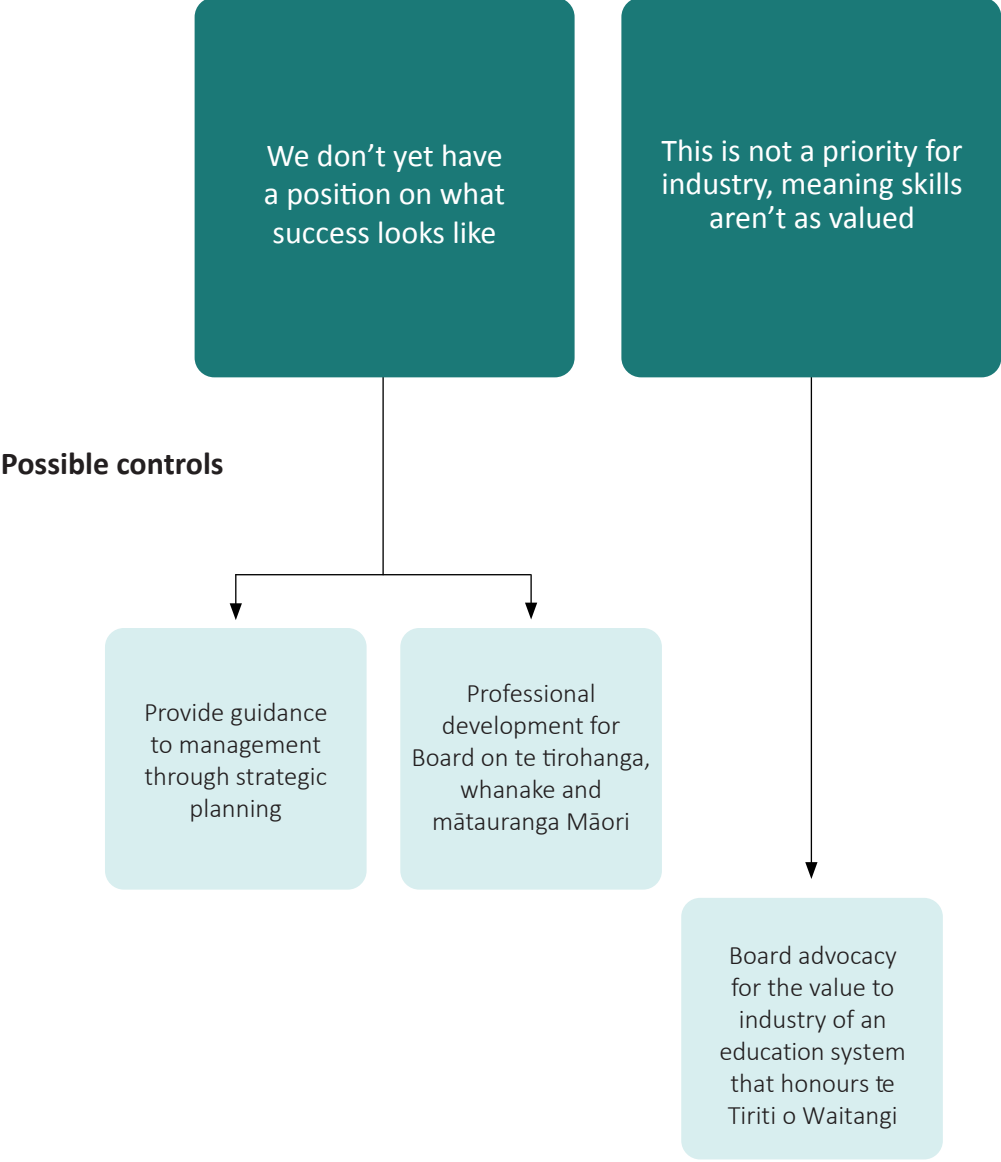


Possible controls



Risk theme 2: Ensuring we contribute to an education system that honours te Tiriti o Waitangi and supports Māori–Crow relations

Headline risks



Risk theme 3: Managing and responding to sustained financial pressure

Headline risks

Continued pressure on our costs in a constrained fiscal environment may constrain our work programme and limit our ability to attract and retain good staff

Reduced funding (in real terms) means we will need to find ways of maintaining our work programme with less resource

Possible controls

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

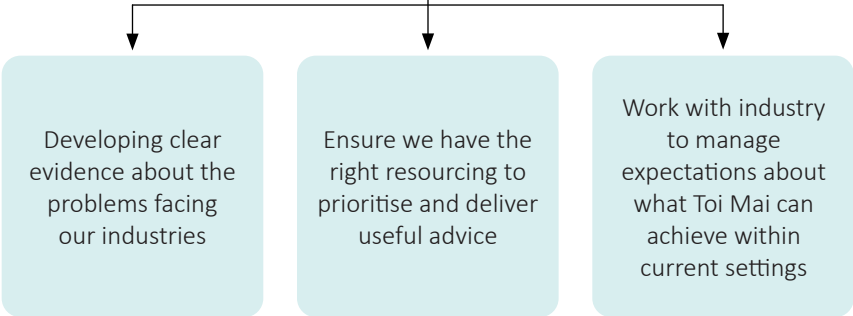
Support management to prioritise activity

Risk theme 4: Building and maintaining stakeholder confidence

Headline risks

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)

Possible controls



CONTROLLED RISKS

RISKS WE CONSIDER WELL-MANAGED AND WOULD REPORT ON BY EXCEPTION

Risk	Controlled
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 management	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

FINANCIAL TABLES

PROFIT AND LOSS STATEMENT

Forecast and Budgets

	2023/24 Forecast \$000s	2024/25 Budget \$000s	2025/26 Budget \$000s
TEC Funding	8,740	8,740	8,740
Other Income	132	-	-
Total Income	8,872	8,740	8,740
People Costs	6,277	6,407	6,370
Travel	310	338	328
Engagement, Meetings and Events	58	44	44
Qualifications and Assurance	82	-	-
Governance	250	247	247
Consultancy	77	57	70
Other Expenses	398	368	355
Operating Costs	7,452	7,461	7,414
Hāpaitia Costs	1,643	1,645	1,657
Total Expenditure	9,095	9,106	9,070
Total Surplus/(Deficit)	(223)	(366)	(331)
Reserve Projects	300	250	250
Movement to Reserve Projects	(300)	(250)	(250)
Shared Services – Lease	132	117	117
Movement to Capital Reserve	(132)	(117)	(117)
Operating Surplus/(Deficit)			
Movement to Accumulated Surplus	209	0	36

PROFIT AND LOSS STATEMENT

Five Year Forecast 2025–2029

	2024/25 Budget \$000s	2025/26 Budget \$000s	2026/27 Forecast \$000s	2027/28 Forecast \$000s	2028/29 Forecast \$000s
TEC Funding	8,740	8,740	8,740	8,740	8,740
Total Income	8,740	8,740	8,740	8,740	8,740
People Costs	6,407	6,370	6,480	6,667	6,859
Travel	338	328	267	241	246
Engagement, Meetings and Events	44	44	45	46	47
Governance	247	247	247	247	247
Consultancy	57	70	51	67	53
Other Expenses	368	355	210	215	220
Operating Costs	7,461	7,414	7,300	7,482	7,671
Hāpaitia Costs	1,645	1,657	1,657	1,657	1,657
Total Expenditure	9,106	9,070	8,957	9,139	9,328
Total Surplus/(Deficit)	(366)	(331)	(217)	(399)	(588)
Reserve Projects	250	250	100	100	100
Movement to Reserve Projects	(250)	(250)	(100)	(100)	(100)
Shared Services – Lease	117	117	117	117	117
Movement to Capital Reserve	(117)	(117)	(117)	(117)	(117)
Operating Surplus/(Deficit)					
Movement to Accumulated Surplus	0	36	(0)	(183)	(372)
Opening Reserves	3,843	3,477	3,146	2,929	2,530
Surplus/(Deficit)	(366)	(331)	(217)	(399)	(588)
Closing Reserves	3,477	3,146	2,929	2,530	1,941

BALANCE SHEET

Forecast and Budgets

	2022/23 Actual \$000s	2023/24 Forecast \$000s	2024/25 Budget \$000s	2024/25 Budget \$000s
ASSETS				
Bank Accounts and Short Term Deposits	3,862	3,445	2,640	2,309
Hāpaitia Advance	300	327	327	327
Hāpaitia Advance Capex	525	467	467	467
Accounts_Receivable	8	0	0	0
Withholding tax paid	0	0	0	0
Prepayments	14	89	89	89
Total Current Assests	4,709	4,328	3,523	3,192
Office Equipment	0	22	22	22
Computer Equipment	22	0	0	0
Less Accumulated Depreciation on Office Equipment	0	(10)	(10)	(10)
Less Accumulated Depreciation on Computer Equipment	(7)	0	0	0
Total Non-Current Assets	15	12	12	12
Total Assests	4,724	4,339	3,535	3,203
LIABILITIES				
Accounts Payable	431	263	(174)	(175)
Income In Advance	4	0	0	0
Employee Entitlements	298	304	304	304
GST	(80)	(79)	(80)	(80)
Other current liabilities	6	7	7	7
Total Liabilities	658	496	58	57
Net Assets	4,066	3,843	3,477	3,146
EQUITY				
Accumulated Surplus	448	657	657	693
Operating Reserve	1,350	1,350	1,350	1,350
Capital Reserve	790	658	542	425
Special Initiatives Reserve	1,350	1,050	800	550
Te Kahui Ahumahi Reserve	128	128	128	128
Total Equity	4,066	3,843	3,477	3,146

Please note: All financial amounts are in displayed as 000s in this report

PROFIT AND LOSS STATEMENT

Forecasting and Budget 2024–25 Comparison

	% of Expenses	2023/24 Budget \$000s	2024/25 Budget \$000s	Variance \$	Variance %
TEC Funding		8,740	8,740	(0)	(0)%
Other Income		129	-	(129)	(100)%
Total Income		8,870	8,870	130	1%
People Costs	70.36%	6,277	6,407	(131)	(2)%
Travel	3.71%	310	338	(29)	(9)%
Engagement, Meetings and Events	0.49%	58	44	14	24%
Qualifications and Assurance	0.00%	82	-	82	100%
Governance	2.71%	250	247	3	1%
Consultancy	0.62%	77	57	21	27%
Other Expenses	4.04%	398	398	30	8%
Operating Costs	81.93%	7,450	7,461	(12)	(0)%
Hāpaitia Costs	18.06%	1,643	1,645	(2)	(0)%
Total Expenditure	99.99%	9,093	9,106	(13)	(0)%

Budget 2024–25 to Budget 2025–26 Comparison

	% of Expenses	2024/25 Budget \$000s	2025/26 Budget \$000s	Variance \$	Variance %
TEC Funding		8,740	8,740	(0)	(0)%
Total Income		8,870	8,870	0	(0)%
People Costs	70.23%	6,407	6,370	37	1%
Travel	3.61%	338	328	11	3%
Engagement, Meetings and Events	0.49%	44	44	0	0%
Governance	2.72%	247	247	0	0%
Consultancy	0.77%	57	70	(13)	(23)%
Other Expenses	3.92%	368	355	13	3%
Operating Costs	81.74%	7,461	7,414	(48)	1%
Hāpaitia Costs	18.26%	1,645	1,657	(12)	(1)%
Total Expenditure	100.00%	9,106	9,070	36	0%

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