

A photograph of a person rock climbing a dark, craggy cliff face. The climber is wearing a blue sports top, red shorts, and a yellow backpack. They are positioned on the right side of the frame, reaching up to grip a rock ledge. The background is a dramatic sky at sunset or sunrise, with soft, golden light breaking through scattered clouds. On the left side of the image, there are several overlapping, curved teal-colored bands that create a modern, abstract graphic element.

# Toi Mai

Pūrongo ā-Tau | Annual Report 2024

**Toi Mai Annual Report 2024**  
**Publisher**

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



# Te rangakōrero nā ngā rangatira o Toi Mai

## Joint report

2023–24 is the year Toi Mai came into its own as both a standard setting body and a trusted advisor to industry and government.

Our work this year strengthened our confidence in the cultural, creative, recreational and technology sectors as critical to a highly productive and innovative economy. It also demonstrated the value of having an independent body working with industry, government and the education system to identify current and future skill needs, develop standards and qualifications, and to be ambitious for our sectors.

We did this against a backdrop of considerable uncertainty as the Government considers structural changes to the vocational education and training system.

Our efforts uncovered the consistent challenges facing our sectors, including the persistent failure of formal training to provide learners with the skills they need to succeed. This failure ripples throughout the vocational education and training system, with significant implications for our workforce and economy now, and in the long-term.

While there are pockets of good practice, too many of our learners who enter formal training at their own cost leave without the skills industry needs. Our sectors are then left with a difficult choice – provide costly remedial training to get them up to scratch or, more frequently, import talent from overseas.

In essence, too many learners take on personal debt to learn the wrong skills, while the country takes on a skills deficit in the sectors it needs to innovate and accelerate our economy.

A reliance on non-performing formal training has longer-term implications for the New Zealand economy. National population forecasts indicate 2040 will see Aotearoa with an older Pākehā population, while our workforce will be younger, with a growing proportion of Māori and Pacific in the working-age population.

The future workforce will need to be highly productive to provide an economic base strong enough to support an older population. The shifting demographics emphasise the need for more investment and focus on training a highly skilled Māori and Pacific workforce.

New Zealand's current approach won't get us there. Tinkering with the structure of the vocational education and training system, without a national skills strategy to first set the direction for how we train our current and future workforce, will only disrupt the system, with little gain for learners, industry and our economy.

If New Zealand wants to produce a highly skilled, innovative and productive workforce, it needs to be more deliberate and coordinated about how it funds and delivers work-based learning and training before it thinks about implementing structural change.

The Toi Mai board is ambitious about the future of our industries, and we are excited about the year ahead as Toi Mai leverages its insights from this year to provide focused, impactful and trusted advice to drive action for our sectors.

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



**Alice Shearman**  
Heamana Taikura, Co-Chair



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



**Barry Soutar**  
Heamana Taikura, Co-Chair  
(Ngāti Porou, Ngāti Awa,  
Ngāi-Tai-ki-Tāmaki, Ngāti Kahungunu)



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

# Iti rearea teitei kahikatea ka taea

## Toi Mai is a small and ambitious workforce development council focused on developing standards and strengthening our industries

### Mō tatou

#### About us

Toi Mai is one of six workforce development councils established in October 2021 to give industry greater control over all aspects of vocational education. Toi Mai works in partnership with Māori and iwi to deliver more equitable learning outcomes for ākonga (learners), provide a stronger voice for Māori businesses, Pacific communities and other priority groups.

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

This year we honed our capability to review qualifications and endorse programmes, work culminated in several key research products, including our flagship workforce and industry development plans published throughout May and June 2024. These plans will shape our 2024–25 work programme.



Photo credit: Uproar © 1981 Ltd

# Ko te māpara o te uru kahikatea ko te Tiriti o Waitangi

## Te Tiriti o Waitangi is at the heart of everything we do

### Te whakatinanatanga o te Tiriti o Waitangi

#### Embodying te Tiriti o Waitangi

Te Tiriti o Waitangi is the foundation stone upon which Toi Mai was built and is the foremost consideration in every decision made.

Our structure reflects this. We have a tangata whenua–tangata Tiriti partnership-leadership model created by our Tumu o Toi (CEO) and Poumatua. Toi Mai leadership represents the relationship guaranteed in te Tiriti o Waitangi and the Treaty of Waitangi. It ensures decisions reflect a joint, mana-to-mana relationship. We also ensure that all qualifications include conditions that require providers to ensure mātauranga Māori is supported in their programmes.

This is supported by a Board with tangata whenua and tangata Tiriti Co-Chairs. The Toi Mai Kāhui Pou (executive leadership team) consists of equal representation of Māori and non-Māori. We maintain a significant number of kaimahi Māori to strengthen the bolstering of mātauranga Māori in our peka, while deeply integrating te ao Māori principles in our workspace and office culture.

Being recognised by Diversity Works NZ as winners of the 2003 Ngā Āhuatanga o te Tiriti o Waitangi Award through the annual Diversity Awards was an incredible honour as it acknowledges the commitment Toi Mai kaimahi exemplify in being te Tiriti-led and validates the considerations made by the leadership team and Board since its inception.

Although a young organisation, Toi Mai influences real change in the vocational education and training space for Ngā Peka o Toi by applying this te Tiriti-led vision to all that we do.



Photo by Makea Pokere



# Hei tirohanga kōrero At a glance

## Ethnicity

21

European

11

Māori

6

Pacific peoples

5

Asian

\* Level 1 Ethnicity New Zealand Standard Classification

## Gender



28

Wāhine



15

Tāne

## Location



# Te whakahaeretanga me ngā kawenga haepapa

## Governance and accountability



Photo by Makea Pokere

The Toi Mai Board is comprised of seven members, all of whom bring a wide range of industry and governance experience. The 2023–24 Board members were Pita Alatini, Richard Beddie, Kathie Irwin, Rhonda Kite, Alice Shearman, Barry Soutar and Victoria Spackman. The Board's membership brings the interests, voices and insights of the sectors, communities and interests we represent into our mahi.

Over the 2023–24 year the Toi Mai Board provided stability, accountability and strategic direction to the organisation.

### The Board:

- reviewed and approved the operational plan, budget, five-year forecast, TEC six-month report, Annual Report, audit, Hāpaitia Shareholders agreement, policy updates and other annual accountability duties
- approved a new framework for managing and controlling risks in Toi Mai. The Chief Executive and Chair of the Finance Audit and Risk Committee continue working together on the lower-level risk mitigations
- agreed with the proposal regarding Tikanga in the governance, management and operations of Te Ohu Ahumahi, of which Toi Mai is a part
- established a Māori Caucus, approved the Terms of Reference and appointed Barry Soutar as Chair of the Māori Caucus
- reviewed and endorsed six workforce development plans
- attended full Board meetings every two months, with the agenda set by Co-Chairs, including financial, strategic and impact reporting, monitoring health and safety, and ensuring Toi Mai is managing and taking the right risks
- continued three-monthly monitoring of sensitive expenditure of the organisation, the Chief Executive and Board members
- reviewed and updated the People and Culture Committee and the Finance Audit and Risk Committee terms of reference
- moved to bimonthly Board meetings with Board-only meetings in between where necessary
- created and finalised the 2024 Governance Workplan
- attended a strategy day with the operational senior leadership team Te Kāhui Pou
- updated the Board charter to reflect sustainability values
- began the recruitment process to appoint four new members in the 2024–25 year
- conducted an external review of the Board and implemented changes based on the review's recommendations
- agreed on the corporate vision statement for Toi Mai – Aotearoa has confidence in and aspiration for our sectors and sees them as crucial to our prosperity as a nation.

The Board was stable with no changes to members or roles throughout the year. The Co-Chairs were Kathie Irwin and Alice Shearman, the Finance Audit and Risk Committee Chair was Richard Beddie, the Māori Caucus Chair was Barry Soutar, and the People and Culture Committee (P&C) Chair was Rhonda Kite. The Co-Chairs met weekly with each other, and fortnightly with the Chief Executive.

On Tuesday 28 November 2023 the Board and Te Kāhui Pou 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 while 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 six workforce development plans published in this reporting period.

Name	Role	Committees	Term start date
Pita Alatini	Board Member	People & Culture, Pacific Fono	1 July 2023
Richard Beddie	Board Member, Chair of Finance, Audit & Risk	Finance, Audit & Risk	11 June 2021
Kathie Irwin	Board Member, Co-Chair	Te Kāhui Ahumahi	11 December 2022
Rhonda Kite	Board Member, Chair of People & Culture	People & Culture, Te Kāhui Ahumahi	11 June 2021
Alice Shearman	Board Member, Co-Chair		11 June 2021
Barry Soutar	Board Member	Te Kāhui Ahumahi, People & Culture, Finance, Audit & Risk	11 June 2021
Victoria Spackman	Board Member	Finance, Audit & Risk	11 June 2021

Name	Term end date	Fee received in this financial year	Board meetings attended out of 11	FAR meetings attended out of 3	P&C meetings attended out of 2	Māori Caucus meetings out of 2	Total meetings attended	Appointed by
Pita Alatini	30 June 26	\$26,829	8				8	Board
Richard Beddie	10 June 2024	\$29,512	10	3			13	Minister
Kathie Irwin	10 December 2025 Resigned 01 July 2024	\$53,730	10	2		2	14	Board
Rhonda Kite	10 June 2024	\$29,512	9	1	2	2	14	Minister
Alice Shearman	10 June 2024	\$53,730	11	3 (as observer)	1 (as observer)		15	Minister
Barry Soutar	10 June 2024	\$29,512	10.5	2.5	2	2	17	Minister
Victoria Spackman	10 June 2024	\$26,829	11	2			13	Minister

## Kāhui Ahumahi

Te Kāhui Ahumahi, Māori members of the Ohu Ahumahi Workforce Development Councils, provides collective Māori strategic guidance, advice and support to the Ohu Ahumahi.

Over the last year Te Kāhui Ahumahi focused on four areas: te Tiriti o Waitangi, mātauranga Māori, iwi/hapū relationships, and the industry and vocational education and training system.

In August 2023, Te Kāhui Ahumahi sponsored a small working group. Their mahi led to He Rau Ranga Tira, a tool for all kaimahi across the Ohu Ahumahi to put te Tiriti o Waitangi into action. Te Kāhui Ahumahi provided guidance as the mahi came to fruition and will continue to support implementation at a strategic level.

Te Kāhui Ahumahi and Pacific Fono met in June 2024 to identify strategically aligned priorities and plan for delivery in the next financial year.

Te Kāhui Ahumahi would like to acknowledge the combined strength of three years of Māori workforce skills leadership insights across the Ohu Ahumahi.

We will continue to support Māori workforce development recommendations to be realised despite changeable conditions.

**Ko ngā pae tāwhiti, whaia kia tata  
Ko ngā pae tata, whakamaua kia tina!**



Photo of Tyrone Clark, Cutthroat Brothers

## Pacific Fono

The Pacific Fono consists of the workforce development council members of Pacific heritage.

The Pacific Fono has played a pivotal role in leading and shaping the VET landscape for Pacific communities. Through their guidance and strategic direction, the Fono amplified Pacific representation and influence across the workforce development councils, ensuring that the needs and aspirations of Pacific learners, industries and communities are addressed within the vocational education and training system.

One of our most significant achievements this year has been the release of the Mana Moana Pacific Outcomes Framework. This framework is a major step forward in embedding Pacific values and perspectives within the VET system, serving as a key strategic tool to ensure the specific needs of Pacific learners and industries are recognised and met. It underscores our ongoing commitment to building a more inclusive and culturally responsive workforce development system that celebrates Pacific success.

## Ekea tonutia te puhikaioreore

### We continue to be a competent and confident standard setting body

This year saw continued investment in setting and maintaining standards within the vocational education and training system to respond to and meet industry needs.

Toi Mai established a rhythm of qualification reviews and new developments, particularly for sectors that want to establish work-based learning and quality assurance activities. Our workforce development plans prioritised areas of focus for the medium-term.

Our industries are increasingly confident in Toi Mai as a responsive and industry-led standard setting body, and value the effort and engagement to ensure standards and training meet industry needs.



Photo credit: Uproar © 1981 Ltd

## Kua oti i a mātou te tārai peka We completed qualifications reviews and projects

Summary of completed qualification reviews and projects done this year:

- New Introduction to Screen sector in Aotearoa NZ micro-credential and two skill standards. This is just the start of a large number of skill standards and qualifications in development for screen sector.
- New Exercise Fundamentals micro-credential and standards completed.
- New Podcasting skill standard developed.
- Nine Information Technology Support skill standards developed at Level 5 to support a new work-based learning programme to be developed by Te Pūkenga in response to industry needs.
- New Piano Tuning qualification listed.
- Seven Exercise qualifications and Level 5 standards reviewed.
- Review of four Creative Writing qualifications (transferred from Te Pūkenga).

- Review of three Make-up Artistry qualifications.
- Review of 17 Museum standards.
- Review of two Waka Ama standards.

A further 51 Outdoor Recreation unit standards and 94 Casino unit standards were reviewed and submitted to NZQA in May 2024 and approved for expiry early July 2024.



Photo by Jeannette Troon of Producer Tainui Stephens in his studio

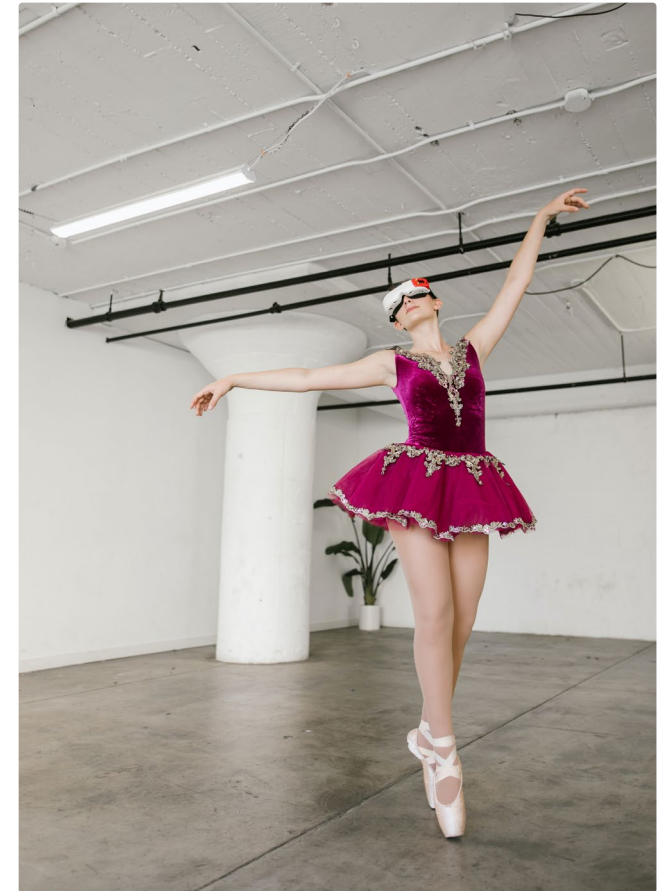


Photo by RDNE Stock project

# Ngā hua o te mahi

## Our impact – quality assurance



Toi Mai qualifications

161

2023–24

165

2022–23



Toi Mai unit standards

935

2023–24

1,047

2022–23



Programmes leading to Toi Mai qualifications

589

2023–24

587

2022–23



Providers with programmes leading to a Toi Mai qualification

70

2023–24

85

2022–23



Schools reporting Toi Mai standards

413

2023–24

407

2022–23



Assessments post-moderated assessment moderated

1,376

2023–24

2,069

2022–23



Assessments pre-assessment moderated

388

2023–24

407

2022–23



Consent to assess applications processed

68

2023–24

68

2022–23



School & provider visits

34

2023–24

23

2022–23



Programme support & endorsement applications processed

70

2023–24

97

2022–23



Micro-credential support applications processed

30

2023–24

13

2022–23



Photo by Stephen Acourt of Toni Hūata at Whitiwara



# Nā te keri i te whenua i matomato ai te wao

## We built our understanding of our sectors

In 2023–24, Toi Mai 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.

### Ngā rākau hāwere o te tau 2023–24

#### Selected Toi Mai highlights in 2023–24

- Published five workforce development plans and one industry development plan.
- Commissioned and completed seven research projects into factors influencing our sectors.
- Completed 54 qualification reviews and reviewed 29 standards.
- Developed 14 new skill standards, including one focused on podcasting.
- Recognised as a te Tiriti o Waitangi-led organisation as the winner of Ngā Āhuratanga o te Tiriti Tohu at the 2023 Diversity Awards NZ.
- Developed one new qualification 'Piano Tuning Technician', and two new micro-credentials 'Introduction to the Aotearoa New Zealand Screen Industry' and 'Exercise Fundamentals'.
- Produced a data dashboard enabling industries, providers and others to better understand what is happening with people in their industries.

- Received a prestigious Good Design Award Gold Winner Accolade in the Design Research category for *Te Wao Nui o Toi – Capability and Development Plan* for the *below-the-line screen sector workforce* in recognition for outstanding design and innovation.
- Held 708 engagements across all our industries.
- Held 34 'Quality Assurance 101' webinars with a record number of providers in attendance.



Sanjiv Menon, Simon Rycroft, Jeannette Troon and Dr Claire Robinson accepting the Good Design award on behalf of Toi Mai

## Te Aitanga-a-Pēpeke He pakiaka e tū ai te rākau There are challenges in the system

There are challenges in the system, however, with incentives and other system settings inhibiting the effectiveness of the formal training system.

Our workforce and industry development plans helped articulate and frame some of the long-standing and structural challenges within our industries.

One particular theme stood out as affecting all our industries – the emphasis on formal training has made it harder for industry to get the skills it needs, and is not producing work-ready graduates – meaning industry needs to either provide remedial training or import skills from overseas.



Photo by Hāpai Productions

## He pakiaka e tū ai te rākau Need to improve business skills across our sector

Engagements with the sector (including during WDP process) confirmed the need for business skills for creative professionals. It also became clear, however, that the need for business skills sat across all our industries, given our high proportion of self-employed workforce.

Improving business skills would have some positive impact on sustainability in our workforce, as people gain confidence to operate as sole traders.

We also identified this need extended into other workforce development councils, and we are currently considering how to progress this work in 2024–25 with Ringa Hora Workforce Development Council.



Photo by Paul Taylor of Maloney's Barbershop, Tāmaki Makaurau

# Hei tūtohu wātaka Timeline

New Zealand Certificate in Piano Tuning and Technology (Level 4) approved by the New Zealand Qualifications Authority

This new qualification was developed by Toi Mai in collaboration with the New Zealand Piano Tuners and Technicians Guild to address a nationwide shortage of piano tuners.

**JULY 2023**



Toi Mai announced as the winner of Ngā Āhuatanga o te Tiriti Tohu (small-medium organisation) at the Diversity Awards NZ ceremony

**AUGUST 2023**

**Te Wao Nui o Toi Capability and Development Plan**

For the below-the-line screen sector workforce (Toi Pāho) announced as the Good Design Award Gold Winner Accolade in the Design Research category

**SEPTEMBER 2023**

**2023**

**Launch of Te Mata Raraunga**

A shared data platform which provides consistent information on the ākonga and workforce of Aotearoa

**AUGUST 2023**

Official signing of a Memorandum of Collaboration between the Pacific Business Trust and the Workforce Development Councils

**SEPTEMBER 2023**





Toi Mai research on the barriers to diversity in the Aotearoa tech sector released  
**DECEMBER 2023**

New 'Exercise Fundamentals' micro-credential and skill standards approved and listed on the New Zealand Qualifications Authority website  
**MARCH 2024**



New micro-credential 'Introduction to the Aotearoa New Zealand Screen Industry' listed on the New Zealand Qualifications Authority website  
**MAY 2024**



Te Wao Toi Whānui Workforce development plan  
For the digital technology industry published  
**MAY 2024**

Research commissioned by Toi Mai and undertaken by Motu Research published: *Working for fun? The impact of employment in the arts sector on wellbeing*  
**JUNE 2024**

Four workforce development plans and an industry development plan released.

Four workforce development plans and an industry development plan released with each drawing on engagements, insights and data to understand the skills and workforce challenges facing the following Toi Mai industries:

- Above-the-line Screen
- Performing Arts
- Ngā Toi Māori
- Barbering and Hairdressing
- Exercise

**JUNE 2024**

## Ngā Rangahau ā-Peka Research into our sectors

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 workforce development plans 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 commissioned research to identify and understand the outcomes of people working in the tech sector, and the experience of Māori and Pacific and their children. This research was a proof of concept on applying wellbeing and social investment analysis to our populations.

The research confirms what we know from our engagements and other research, that people working in the tech sector have better outcomes than other

workers, particularly in education attainment, health and intergenerational impacts.



## Barriers to diversity in the Aotearoa tech sector

We conducted extensive research on the complex obstacles that hold tāngata whaikaha (disabled people), Māori, Pacific peoples, women and LGBTQIA+ people back from entering the tech workforce.

This subsequently led to primary research on barriers for tāngata whaikaha, which is expected to be published towards the end of 2024.

## Government expenditure to the arts and cultural sectors

We conducted research looking into government expenditure to the arts and cultural sectors.

The study examines expenditure on 'recreation, culture, and religion' compared to the OECD (2009–2021), relevant vote appropriations for 'arts, culture, and heritage,' and Lottery Grants Board funding.

This research provides a foundational knowledge base for our sectors, as it is the first time this data has been collected. It serves as a baseline for future longitudinal analysis.



Photo of Te Kāhui Pou, Board Co-Chair Alice Shearman and Board member Pita Alatini accepting Ngā Āhuetanga o te Tiriti Tohu from judge Dr. Nicola Ngawati at the 2023 Diversity Awards event.

### Tertiary provision investment

We undertook research to investigate the changes in tertiary provision investment for Toi Mai industries, how that has changed since 2011, and how investment has changed for vocational education and training compared to university level.

### Wellbeing outcomes for learner cohorts

This cross-council research investigated the labour market and wellbeing trajectories for a 2012 learner cohort who completed NZQF 1–7 qualifications.

An example of the findings shows that Toi Ora Levels 5–7 learners have lower levels of ACC work-related accident claims, lower levels of benefits receipt, and fewer individuals with a criminal record compared to Levels 2–4 learners.

### Barriers to thriving in Toi Mai sectors

We commissioned research to further develop our understanding of the existing barriers that hinder the thriving of our industries, such as understanding of the potential problems in the sector, and identifying anything specific, unique or a priority at a subsector level.

The research also highlights various structures and policy support countries such as Australia, Canada and the UK provide for their respective industries.

### The Architect of My Future

We commissioned research that explores the future of work in 2040, particularly through understanding what transformations may occur in the workforce and the impact that would have on vocational education and skills training.

The project delved into the potential impacts of disruptive weather events, digital disruptions, and demographic shifts on job opportunities in the future.



Photo by Makea Pokere at a Toi Mai Barbering wānanga



## Ngā māramatanga tautoko Supporting industry with insights

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.

### Te Mata Raraunga – Workforce Skills Data and Insights

Ohu Ahumahi launched Te Mata Raraunga in 2023–24. This shared data platform provides consistent information on the ākonga and workforce of Aotearoa New Zealand, enabling all to discover the data and insights within industries, workforces and ākonga environments.



Photo of Maddy Hakaraia de Young, Festival Director at Māoriland & Toi Mai kaimahi.

Te Mata Raraunga is te reo Māori name for the Shared Data Platform. Te Mata meaning ‘the face’ and Raraunga ‘database’.

The intention for this online platform is to be a home for consistent and accurate vocational education and workforce data at an iwi, regional and national level. It will inform sustainable workforce analysis and planning for generations to come and will continue to grow as Ohu Ahumahi continue to gather resources and knowledge.

Te Mata Raraunga is a key tool for the collaborative work of workforce development councils, Regional Skills Leadership Groups (RSLGs), and other participants in the vocational education and training ecosystem – including industry; iwi, hapū, and whānau Māori; employers; providers; and government agencies – all working together to improve outcomes for ākonga.

## Whiria te muka tangata

### Our engagements with Māori stakeholders and businesses

We continue to build our understanding of Māori businesses operating within Toi Mai sectors. Our reputation as an honest broker and reliable te Tiriti o Waitangi partner grew over the year, which increased our presence and reach into Māori stakeholders and businesses.

One significant focus for our engagements this year was to support our development of the Toi Māori Industry Development Plan. Through our engagements we identified several areas of focus and key challenges facing our Māori stakeholders and businesses, including:

- protecting intellectual property for Māori businesses and those who are self-employed
- ensuring ringatoi are supported to develop their craft and rewarded fairly for their mahi
- improving access to training and ensuring it is culturally relevant for Māori learners
- opportunities to support iwi and hapū with qualifications around conserving their taonga, improving their whenua and water management.



Photo by Sam Palmer from Wānanga Taonga Puoro ki Pōneke, May 2024

Our industries are generally emerging industries with little established education and training infrastructure. This is especially so with Māori working in our industries. As a result, we focused our engagements and interactions on Māori stakeholders from within communities, educational institutes, tribal bodies and business enterprises.

We attended the Matihiko Awards, which celebrate and recognise the Māori contributions to digital and tech, providing a platform to celebrate and honour Māori innovators, entrepreneurs and leaders who have achieved success in the digital and tech sectors.

We also participated in the Ako Ararau Māori Expo 2023, which focused on Māori language and learning success. 'Ako Ararau' is in reference to the many ways there are to learn and succeed, inspired by the many ways or 'ara' that success through Māori language and culture can be achieved. The event provided the opportunity for Māori businesses to sell their products, many of which are Toi Māori inspired businesses.

One of our flagship initiatives within our work programme for the year was the Toi Māori Industry Development Plan – *Toi Ora, Tāngata Ora; Toi Ora, Whenua Ora*. We know that Aotearoa benefits significantly from our cultural character.

Our ringatoi Māori (Māori artists) create taonga and provide the foundation for a unique national identity. Taonga such as 'kia ora', our national greeting, Te Matatini, our national festival of Māori performing arts, and the 'mangōpare' the symbol of our national carrier, are embedded in our national character.

Through bringing together a workforce of ringatoi Māori (a mix of sole traders, business operators, commission-based practitioners, Toi enthusiasts, Toi revivalists, Toi educationalists) we were able to identify opportunities to enable ringatoi businesses to thrive and unleash the cultural and economic potential of Ngā Toi Māori. We have incorporated this into our work plan for 2024–25.

And finally, we worked on identifying and establishing a baseline figure of Māori pakihi (businesses) participating in our Ngā Peka o Toi industries. Our analysis of internal and external data available determined that the total number of Māori businesses applying their trade within our Toi Mai industries sits within a range of 2,000–4,000 operators. Our analysis suggests this represents approximately 5–10% of the total number of active Māori enterprises operating across all industries within Aotearoa.

We have made good progress in identifying, engaging and capturing insights from our Māori businesses, including our Toi Māori ringatoi. There is still much more to learn, and we will continue to grow our understanding of Māori businesses needs and aspirations within established and emerging Toi Mai sectors.

Our engagements with Māori businesses since our establishment are outlined below:

	Percentage splits by Peka	Number of Māori businesses engaged
Toi Whānui	31%	99
Toi Ora	21%	69
Toi Pāho	12%	39
Toi Puaki	19%	60
Toi Māori	8%	25
Toi ā-Ringa	5%	16
Blank	2%	6
Other	2%	6
	<b>100%</b>	<b>320</b>

## Tāngata whaikaha

### Our work with disabled people

Toi Mai prioritised including tāngata whaikaha perspectives across all its mahi in 2023–24. We ensured all our research and workforce development plans included whaikaha data and perspectives, and we built relationships with key organisations representing whaikaha needs and interests in our sectors.

We also completed research into the barriers tāngata whaikaha face when entering and progressing through the technology sector. Tāngata whaikaha reported feeling that their impairment will interfere with employment without reasonable adjustments.

This was compounded by some employers being risk adverse to hiring tāngata whaikaha, because of perceptions that the job is not likely to work out – either because of concerns by whaikaha their impairment will interfere with employment, or because of risk aversion by employers (Toi Mai research December 2023, yet to be published).

This has led to industries often recruiting overseas workers, which has contributed to low representation of tāngata whaikaha in the workforces of Toi Mai.

In partnership with tāngata whaikaha communities, Toi Mai is exploring an opportunity to campaign and educate industries during 2024–25. Our aim is to promote good practice for recruiting and retaining people who face the most significant barriers to the workforce and improve their employment and wellbeing outcomes.



Photo by Nabulen of Circability at Victoria Park.

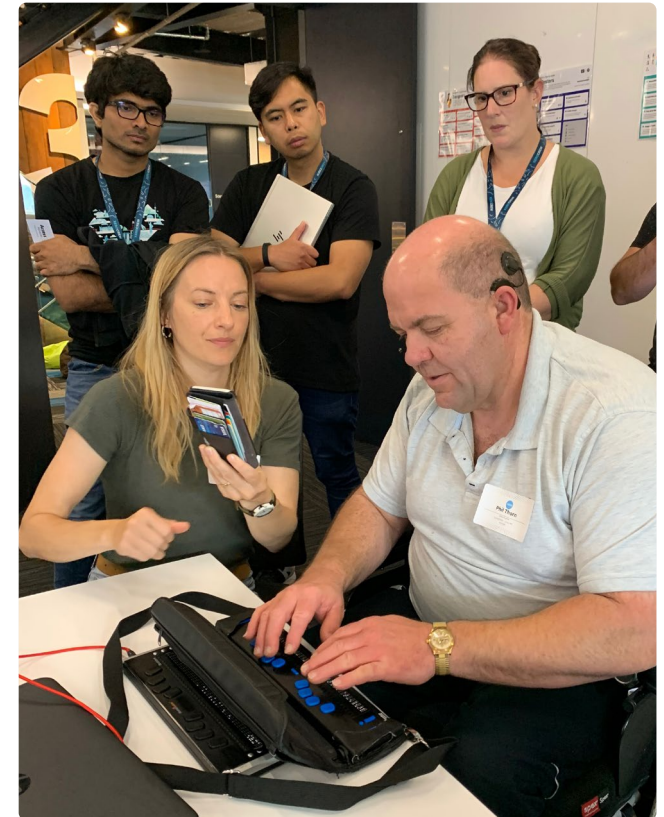


Photo by Access Advisors – Chandra Harrison of Phill using dynamic braille display

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

Toi Mai strengthened our emphasis on engaging Pacific businesses in 2023–24, with 255 engagements related to Pacific businesses, communities, government and providers. Over 60% of these engagements were directly with Pacific businesses across Toi Mai industries.

Toi Mai ran talanoa to apply Pacific values of reciprocity, collectivism and consensus to frame a culturally appropriate engagement approach. These engagements yielded rich and informative workforce insights from Pacific businesses and communities to help build our understanding of Toi Mai sectors and shape our workforce development plans, actions and recommendations.

An increased understanding of Toi Mai businesses highlighted the importance of practical business skills to help build the capability and capacity of Pacific businesses. We also heard about a need for clearer pathways into Toi Mai industries, with flexible work-based learning opportunities.

Our engagements also highlighted a need for robust systems leadership across government, particularly regarding remuneration, strategic mapping of funding and flexible learning models. Toi Mai engaged on these issues extensively across the government system, advocating for the current and future needs of Pacific businesses across Toi Mai industries.

Below is a breakdown of our engagement with Pacific businesses in 2023–24:

Category	Number of engagements	Percentage of engagement
Creative Talanoa	82	32%
Tech Talanoa	54	21%
Government	50	20%
Toi Ora	27	10%
Conference/Pathways	15	6%
PTE/Te Pūkenga	12	5%
Toi Pāho	06	2.5%
WDC Collaboration	04	1.5%
Toi ā-Ringa	03	1%
Qualifications Review	02	1%
<b>Total</b>	<b>255</b>	<b>100%</b>



Photo by Astrid Visser at Fobcuts Barbershop in Tāmaki Makaurau

# Mā te kāpehu whetū mātou e arahi ki te pae tawhiti

## We have a clear set of priorities to shape our activity over the medium term

Toi Mai developed an organisational strategy to guide our activity to December 2027.

This contains four goals:

- Our trusted advice drives action
- We are a gold standard te Tiriti o Waitangi partner
- Our products are Wow
- Aroha ki te tangata

### Ngā hua whakatupu a Toi Mai

#### Our vision

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

### Te aronga o Toi Mai

#### Our purpose

To ensure our peka (sectors) are supported by a skilled, diverse and thriving workforce.

### Understanding what our main stakeholders should expect from Toi Mai



### Our Vision

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

### Our Purpose

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

#### We do this by



**Being experts on our peka**



**Developing responsive and purposeful qualifications**



**Developing a vision and being ambitious for our peka**



**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**

#### How we will ensure we deliver our goals

We know our peka  
We influence increased investment in our peka in line with our advice  
We ensure our advice is strongly informed by Pacific and other priority communities

We ensure our work upholds the Articles  
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  
More underserved learners are studying and succeeding in our qualifications

Our staff have clear development pathways  
We are on track to be bilingual by 2035



Photo by Makea Pokere



# He pūrongo hua i te wao

## Statement of Service Performance



### Ngā ahi a Toi Mai

#### Our core functions

Toi Mai has several core functions enabling us to achieve our outcomes:

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



Photo by Jinki Cambroner from Te Kura Manirau

## Ngā hua i te wao nō 1 Hurae 2023 ki 30 Hune 2024

### Our performance from 1 July 2023 to 30 June 2024



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


What does success look like?	What we said we would do in 2023–24	What we achieved in 2023–24	What we achieved in 2022–23	Intended impact
The vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development.	Articulate the range of Toi Māori industries as part of a dedicated workforce development plan.	<ul style="list-style-type: none"> <li>Published <i>Toi Ora, Tāngata Ora; Toi Ora, Whenua Ora</i> Toi Māori industry development plan for consultation – a plan to lift the recognition and value of ngā Toi Māori as an industry.</li> </ul>	Published the <a href="#">Toi Pāho (Broadcast and Screen Sector) Workforce Development Plan</a> , which incorporated the views of Māori industry leaders, screen-sector workers and learners. It is framed through a narrative, Te Wao Nui o Toi, that enables us to contextualise our mahi through a thriving ecosystem embedded in te ao Māori.	<ul style="list-style-type: none"> <li>Greater industry awareness and government appreciation of Ngā Toi Māori as a core (and unique) economic driver.</li> </ul>
	Lift internal capability around te ao Māori and honouring te Tiriti o Waitangi and incorporating analysis of treaty implications into our mahi.	<ul style="list-style-type: none"> <li>All staff participated in a full-day wānanga to better understand te Tiriti o Waitangi and learn how to undertake critical analysis of our mahi through the Articles of Te Tiriti o Waitangi.</li> <li>We ensured our six workforce development plans were based on a central metaphor from te ao Māori</li> </ul>	[New measure for 2023–24]	<ul style="list-style-type: none"> <li>Improved understanding within Toi Mai of the conditions leading to how Māori currently experience our industries (and education system).</li> <li>A more mature and confident organisation to recognise and seize opportunities to improve Māori–Crown relations.</li> </ul>
	Develop a baseline and database of Māori business to inform our engagements and advice.	<ul style="list-style-type: none"> <li>We engaged with 76 Māori businesses in 2023–24.</li> </ul>	[New measure for 2023–24]	<ul style="list-style-type: none"> <li>Establishing a baseline and database of Māori businesses means we can set targets to lift our engagement to ensure we cover a greater proportion of the population each year, while having greater confidence in our engagements on an annual basis.</li> </ul>



Scan for more information:  
Toi Mai publications

## Ngā mahi a Toi Mai

### Our core functions

What does success look like?	What we said we would do in 2023–24	What we achieved in 2023–24	What we achieved in 2022–23	Intended impact
<b>Skills and workforce leadership</b>				
<p>Workforce development plans/strategies:</p> <ul style="list-style-type: none"> <li>are grounded in high quality evidence, data and analysis</li> <li>are endorsed by industry</li> <li>demonstrate engagement with Māori partners</li> <li>contain regional insights identify current and future workforce needs of industry.</li> </ul>	<p>We committed to doing six WDPs, representing each of our peka (sectors) (2023–24 operational plan).</p>	<p>We published six workforce development plans for public consultation in 2023–24:</p> <ul style="list-style-type: none"> <li><i>Kia Mura!</i> (Toi Puaki   performing arts)</li> <li><i>Te Waha o Tāne</i> (Toi Pāho   screen)</li> <li><i>He rangi whawhati kō, he tau hāwere</i> (Toi Ora   exercise)</li> <li><i>Toi Ora, Tāngata ora; Toi Ora, Whenua Ora</i> (Ngā Toi Māori)</li> <li><i>Kia Ita!</i> (Toi ā-Ringa   hairdressing and barbering)</li> <li><i>Te Wao Toi Whānui</i> (Toi Whānui   digital technology).</li> </ul>	<p>We published one workforce development plan in 2022–23 for <a href="#">Toi Pāho</a>, which the sector used to inform its submission to MBIE on the review of the NZ Screen Production Grant in December 2022.</p> <div style="text-align: center;">  <p><b>Scan for more information:</b> Toi Mai publications</p> </div>	<p>These WDPs demonstrate we understand and are experts in our sectors, establishing ourselves as trusted experts and advisors to industry and government.</p> <p>They also provide useful advice industry and government can act on to shape policy, drive change and unleash our industries' economic potential.</p>
<p>Toi Mai is recognised by industry, government and providers as an expert in our sectors.</p>	<p>Policy advice – we said we would advocate to government and other agencies for our industries (2023–24 operational plan).</p>	<p>We established good working relationships with policy and funding agencies, including:</p> <ul style="list-style-type: none"> <li>MCH</li> <li>MBIE</li> <li>CNZ</li> <li>industry bodies and advocacy groups.</li> </ul> <p>We submitted briefings to ministers of the new Government following their appointment to portfolios covering our industries:</p> <ul style="list-style-type: none"> <li>Minister for Sport and Recreation (Min. Bishop)</li> <li>Minister for Arts, Culture and Heritage (Min. Goldsmith)</li> <li>Minister for Science, Innovation and Technology (Min. Collins).</li> </ul>	<p>[New measure for 2023–24]</p>	<p>These relationships allowed us to share insights and research with agencies to help them make better informed choices about our industries.</p> <p>For example, our research on arts and culture funding was incorporated into Budget bids, and our data about industry workforce gaps was used to inform Immigration NZ's 'green list' for priority migrants.</p> <p>These relationships also provided a mechanism to share insights from our WDPs, boosting our reputation within government as a credible source of insight and advice.</p>



What does success look like?	What we said we would do in 2023–24	What we achieved in 2023–24	What we achieved in 2022–23	Intended impact
		<ul style="list-style-type: none"> <li>We made a submission on Stats NZ's review of industry codes.</li> </ul>		Our industries are not well represented in official classification, meaning it is difficult to analyse trends and identify opportunities to advocate for specific changes.
We committed to collaboration with other WDCs (required under our Orders in Council).		<p>We completed several pieces of joint research in 2023–24 on the following topics:</p> <ul style="list-style-type: none"> <li>the skills today's rangatahi are likely to need in 2040 (the future of work)</li> <li>the long-term wellbeing outcomes of people who studied qualifications within our industries (unpublished).</li> </ul> <p>All WDCs submitted a joint briefing to the incoming Minister of tertiary Education and Skills.</p>	Supported the launch of Te Mata Raraunga – a shared data platform for all WDCs.	Collaboration with other WDCs provides opportunities to share insights and approaches, build common platforms and tools, and identify opportunities to work together.

What does success look like?	What we said we would do in 2023–24	What we achieved in 2023–24	What we achieved in 2022–23	Impact
<b>Developing and setting standards, capstone assessments and qualifications</b>				
Standard setting sets expectations on providers for relevance of qualification and programme delivery for industry, iwi and learners, particularly those underserved.	Review over 120 standards and 39 qualifications (2023–24 operational plan).	We completed the review of 29 standards and 54 qualifications, with an additional 230 standards and 23 qualifications under review (due to be listed in July–August 2024). We expired six unit standards and five qualifications.	<p>We published a five-year qualification work plan.</p> <p>We held 57 Te Puna advisory group meetings.</p> <p>We had 125 engagements with industry stakeholders.</p>	Our industries gain confidence in the currency and relevance of our qualifications and standards. Graduates have up-to-date and relevant skills and knowledge.
	Develop at least seven new micro-credentials and qualifications (2023–24 operational plan).	<p>We listed two new micro-credentials and one new qualification with a further four micro-credentials in development.</p> <p>We developed 14 new skill standards.</p>	[New measure for 2023–24]	<p>Our industries benefit from being able to access short, flexible courses to meet their training needs.</p> <p>Development of skill standards will lead to improved and more flexible delivery and assessment.</p>

What does success look like?	What we said we would do in 2023–24	What we achieved in 2023–24	What we achieved in 2022–23	Impact
Standards and qualifications meet the needs of the sector.	We said we would document and improve our systems and processes within the quality management system (2023–24 operational plan).	Our Qualifications Quality Management System was published and implemented internally, with a six-monthly review.	[New measure for 2023–24]	Industry, NZQA and TEC can be assured that we have consistent systems and processes to manage qualification review and development responsibilities well.
	Lead micro-credential discussions with the sector (2023–24 operational plan).	We processed 33 micro-credential support applications with 100% completion within our service level agreement timeframe of 20 working days.	[New measure for 2023–24]	Industry have confidence in our skills leadership and we meet their needs for micro-credential development.
Learners better understand the qualification landscape.	We committed to publish qualification landscape maps (2023–24 operational plan).	Qualification landscape diagrams for each of our peka were published.	[New measure for 2023–24]	Learners, their whānau and providers can see the relationships between our qualification pathways by sector.
<b>Endorsing programmes and moderating assessments</b>				
Assessments of qualifications and standards are fair and consistent, and reflect attainment of knowledge and skills.	We said we would publish a moderation plan in December 2023 (2023–24 operational plan).	<p>We published our moderation plan on our website in January 2024.</p> <p>We processed 70 programme endorsement applications with 100% delivery within our service level agreement.</p> <p>We completed 1,376 post-moderations, 388 pre-moderations and 68 consent to assess applications.</p>	<p>We completed 2,069 post-moderations, 407 pre-moderations and 68 consent to assess applications.</p> <p>We processed 97 programme support and endorsement applications.</p>	Industry can be assured that there is consistent assessment practice across Aotearoa.
Our moderation approach is fit for purpose.	We said we would look to change how we do moderation, given the significant number of assessments we do compared with other WDCs (2023–24 operational plan).	<p>We carried out 34 provider and school visits in 2024 to learn more about our providers' QA processes, investigate poor performance and provide guidance and support. These visits were highly valued by all.</p> <p>We also held 26 online formal meetings with schools and providers and carried out six assurance visits to trial a new approach to QA oversight. These visits were very insightful and provided us with a more holistic view of a providers QA processes than a 'snapshot' desktop retrospective post moderation would.</p>	<p>[New measure for 2023–24 – previous measure was 'number of moderation plan activities delivered']</p> <p>We did 23 school and provider visits.</p> <p>Toi Mai developed a full Quality Management System to document our processes for post-moderation, pre-moderation, consent to assess, and programme endorsement.</p> <p>Toi Mai completed a review of our NZQA Consent and Moderation Requirements.</p>	<p>Toi Mai will review our approach to moderation and assurance (and secondary schools more generally) in 2024–25.</p> <p>Our quality assurance services add value to providers and improves their assessment and QA practices for the learner.</p>
Other information	The agreement rate for National External moderation has increased 3% to 80% since 2022–2023. With fewer provider action plans issued.			

What does success look like?	What we said we would do in 2023–24	What we achieved in 2023–24	What we achieved in 2022–23	Impact
<b>Advisory and representative role</b>				
Toi Mai has a baseline understanding of some of the main industries across our six peka.	Toi Mai committed to publishing six WDPs (2023–24 operational plan – see above for more on this).	<p>Alongside publishing the WDPs, we also commissioned and completed several key research projects to build our insights and understanding of our peka and how they experience our industries, including:</p> <ul style="list-style-type: none"> <li>• how government funding of arts, culture and heritage changes over time</li> <li>• wellbeing of people working in the arts – workforce focus</li> <li>• impact of participating in the arts on wellbeing – audience focus</li> <li>• impact of working in the tech sector on wellbeing – Māori, Pacific and child focus</li> <li>• how funding flows in the arts (from funder to worker)</li> <li>• literature review on evidence of barriers to thriving in our sectors.</li> </ul>	[New measure for 2023–24]	<p>Toi Mai now has enough information and insight on its industries to form a strong platform to build its advice from.</p> <p>We used these insights to inform interactions with government agencies and funders.</p>
TEC have improved information about our industries and where to direct investment.	We committed to providing advice to TEC as per our obligations in our Orders in Council and funding agreement.	We delivered investment advice to TEC on 3 November 2023.	We delivered investment advice to TEC on 6 April 2023.	<p>We met our obligations to TEC.</p> <p>For most working in our sectors, however, changing the investment mix between qualifications is not going to have a significant impact on outcomes for the workforce, or for productivity in the sector.</p> <p>Instead, our assessment is that system changes and transformation is required to shift how funding and structures support our industries, to recognise and unleash their economic value and potential.</p>

What does success look like?	What we said we would do in 2023–24	What we achieved in 2023–24	What we achieved in 2022–23	Impact
Other information	Our records indicate the following engagement activities have occurred over the last year to support the development of the WDPs:			
	<ul style="list-style-type: none"> <li>Total engagements: 749</li> <li>Toi Whānui: 140</li> <li>Toi Puaki: 82</li> <li>Toi Pāho: 104</li> <li>Toi Ora: 131</li> <li>Toi Māori: 19</li> <li>Toi ā-Ringa: 93</li> <li>Unlabeled: 176 (these are engagements that were completed but not labelled as supporting a specific peka).</li> </ul>			

## Reporting on industry confidence in Toi Mai

Toi Mai is required to report against industry confidence in its ability to understand and communicate industry priorities.

Toi Mai conducted an industry survey for 2023–24 to understand industry confidence in our workforce development council.

The survey results are outlined below:

Question	Percentage responding positively	Comparison with 2022–23
How confident are you that your industries' priorities are understood by Toi Mai?	76%	In 2022–23 we commissioned Allen + Clarke to do an independent assessment of industry confidence in Toi Mai, through focused interviews with industry.
How confident are you that Toi Mai effectively communicates your industries' priorities to the right people?	62%	This assessment indicated interviewees were satisfied our performance was adding value to their industries.



Photo by Ricky Zhucreative at Oni Wellington



# He aronga whenua haumako, he tōtara haemata

## We focused on lifting our organisational capability

Toi Mai is a small agency with passionate kaimahi dedicated to improving the skill base of our industries and lifting outcomes for our underserved populations.

We have invested in recruiting and developing talent to deliver on our strategic goals for maximum impact to our industries. This includes buying in support to deliver specific projects, such as writing our workforce development plans (a specialist writer) and undertaking research on our sectors (specialist researchers).

We have also invested in developing a 'Toi Mai way of working'. This approach incorporates design thinking principles overlaid with a mātauranga Māori lens, situated within critical te Tiriti o Waitangi analysis. This approach underpinned our workforce development plans – our research into issues affecting industry skill needs was based on design thinking's 'double-diamond' approach and situated around a central metaphor from te ao Māori. Kaimahi have also been supported to analyse our mahi through a Tiriti o Waitangi lens through a framework developed by Te Ata Kura educators.

Toi Mai introduced a new internal learning and development app to support kaimahi set and track their performance goals. This made professional development easier as we were able to better link training and other opportunities to clear goals that advanced Toi Mai goals while supporting kaimahi career aspirations. This app also provided managers

with tools to support 'one on ones' with kaimahi and enables constructive conversations about performance and development.

We invested in leadership development for Te Kāhui Pou | the executive leadership team. This was designed to enable our leaders to guide kaimahi to achieve our strategic goals and support the organisation through uncertainty as the Government considered its approach to reforming the vocational education and training system.

# He manu hou, he pī ka rere

## We provided advice to industry and government on what's needed to develop the workforce

### Ngā kōrero tohutohu

#### Advice delivered

In May–June 2024, Toi Mai released five workforce development plans (WDPs) and one industry development plan (IDP) for each of Ngā Peka o Toi. These plans compile the results of months of research and industry engagement, all to identify the needs and challenges facing our sectors.

The plans outline data and industry whakaaro and provide actionable advice to fulfil the sectors' needs and see them on the way to thrive by '35.



**Scan for more information:**  
Access the Industry and Workforce Development Plans

### Te Wao Toi Whānui

#### The Toi Whānui Forest

#### Toi Whānui – Enabling technologies

*Te Wao Toi Whānui* is the first WDP created by Toi Mai for the Toi Whānui sector and highlights challenges in attracting, training and retaining Toi Whānui employees, including:

- training's inability to keep up with the industry's growth and needs
- low digital literacy in Aotearoa due in part to a lack of access to foundational technology training
- decline in funding for technology-specific training
- an industry-wide reliance on international tech specialists that limits local demand and education opportunities
- a gap in wrap-around support and pastoral care for interns and apprentices
- lack of access to internships and on-the-job training for learners
- unsustainable short-term training initiatives with no consistent funding models
- the lack of value put in transferable skills as opposed to technical skills by the industry

- the major, industry-wide inequity in the representation of women, Māori, Pacific peoples and tāngata whaikaha
- bias in recruitment practices being an impediment to attracting those currently underrepresented in the sector
- the overlooked capability of tāngata whaikaha
- inconsistent integration of technology in primary and secondary schools
- limited visibility of tech pathways to rangatahi and people from underrepresented communities.

To help contextualise the workforce's situation, we have drawn inspiration from our beautiful Aotearoa environment and called this workforce development plan *Te Wao Toi Whānui*, the Toi Whānui Forest. Being able to walk through a thriving forest, full of kauri, tōtara, kōwhai and mānuka, bursting with the birdsong of tūi and korimako, while being followed by a cheeky pīwakawaka is what makes Aotearoa special. However, when we look at the landscape of our digital technology sector, we don't see a forest full of native trees and thriving birdlife. To create a place full of kai to sustain our manu (birds), we need to encourage, nourish and protect the forest to grow and flourish.

## Kia Mura! Set Ablaze!

### Toi Puaki – Performing arts

*Kia Mura!* is the first WDP created by Toi Mai for Toi Puaki and is supported by the results of engagements with over a hundred people working in theatre and live music – including empathy interviews and creative talanoa – as well as sector analytics and data. The plan shares insights about what the sector needs now to become a thriving workforce in the future.

As highlighted by our research and engagements, Toi Puaki faces challenges in attracting and retaining its employees, including:

- irregular and unstable work opportunities in a competitive gig economy
- a widespread stigma with whānau and communities around employment in the arts
- the perception that the arts are ‘nice to have’ and therefore not prioritised in budgeting or public financing
- better opportunities overseas causing an exodus of specialists and technicians from Aotearoa and creating a shortage
- high turnover as people leave the sector for other, better-paid work

- low ticket prices for live theatre, meaning that practitioners subsidise audiences’ engagement with underpaid work
- no system in Aotearoa for standardised or minimum pay rates
- invisibility of pathways into technical production and for tāngata whaikaha and tāngata turi into leadership roles
- a contestable funding model requiring a lot of effort for uncertain returns
- a heavy reliance on unpaid volunteers.

In building this plan, we have drawn inspiration from te ahi (the fire) to help tell the story of performing arts in Aotearoa. A healthy fire needs many things to burn fiercely: a spark to ignite it, oxygen to breathe life into it and plenty of dry firewood for longevity.

Toi Puaki is like a fire. The sparks are its creatives who conceptualise and bring forth ideas and inspiration. The oxygen of this fire are its practitioners, its back-of-house workers and its musicians, for without these people creative sparks and ideas, full of potential, would remain as just that: ideas. And finally, the fuel that keeps Toi Puaki burning are its finances. Without a fair and sustainable funding model, the fire will burn to become just a few embers and eventually be extinguished.

Currently, Te Ahi Toi Puaki (the fire of Toi Puaki) is burning low with the funding that fuels it in short and sporadic supply. Without a fair and sustainable funding model, the fire will become a few embers and eventually go out. If Te Ahi Toi Puaki can burn fiercely, then audiences and practitioners alike will flock to enjoy its warmth and undeniable beauty.



Photo by Andi Crown

## Te Waha o Tāne The Voice of the Forest

### Toi Pāho – Screen and broadcast

*Te Waha o Tāne* follows the inaugural WDP by *Toi Mai, Te Wao Nui o Toi* (published in 2023). While that highlighted the challenges facing the screen industry's below-the-line workforce (production crew roles), *Te Waha o Tāne* focuses on the needs of the above-the-line workforce (producers, directors and writers). Given the interdependence of the above- and below-the-line workforces for success, many of the insights gained through *Te Wao Nui o Toi* in 2023 are still relevant in this plan.

This plan is informed by data and a subset of interviews and engagements with above-the-line screen industry experts and game development specialists, highlighting the challenges and opportunities specific to producers, directors and writers. These challenges include:

- formal, linear and long-form education not providing the skills and experience needed by learners and valued by industry
- government funding for vocational education and training not going to where it is most needed by industry
- a need for more entrepreneurial, industry-specific business skills in the workforce, alongside resources to train the wider workforce in these skills
- squeezed public development funding constraining the pipeline of domestic production
- production credits and associated credibility often being confined to established screen workers and bigger game development studios
- investments in screen productions – particularly television – favouring those with proven track records, making it difficult for people to enter the industry.

*Te Waha o Tāne* contextualises these findings with an extension of the thriving forest metaphor used in *Te Wao Nui o Toi*. Tāne is the guardian of te wao (the forest), and “te waha” refers to their voice. It is the birds of the forest whose singing provides this voice. Since the above-the-line workforce comprises of script writing, directing and producing in all screen-based media, *Te Waha o Tāne* captures the spirit of these roles.



Photo by Tim Worrall onset for 'Tappy'

## He rangi whawhati kō, he tau hāwera

### A day of broken tools, a year of abundance

#### Toi Ora – Sports, recreation and cultural organisations

*He rangi whawhati kō, he tau hāwera* is the first WDP for Toi Ora and includes activities, technologies and places that foster wellbeing, physically, mentally and socially. This WDP focuses specifically on the exercise industry and is the result of interviews with 17 industry leaders and further engagements with 80-plus industry people, supported by sector analytics and data. The engagements and understandings developed during this process inform the recommendations to initiate the changes needed to ensure a thriving workforce and productive exercise industry.

The exercise industry includes large private commercial (chain), large public commercial (councils), franchise, one-off private commercial, and community groups and initiatives. The industry struggles with poor staff retention and high turnover, especially in the personal training space, stifling workforce development, and our investigation found its key challenges to be:

- qualifications, training and pathways poorly aligned with industry requirements

- commercial gym models serving as a barrier to a thriving and sustainable workforce
- lacking efforts to pull in clientele from diverse populations
- a lack of a forum to address the industry's challenges collectively
- a reliance on poorly prepared graduates each year to maintain the workforce
- courses being too theory-based with not enough emphasis on teaching and assessing the practical skills (including coaching, business and interpersonal skills) required to be successful
- a lack of a fit-for-purpose training pathway for group training despite it being the fastest growth sector in the industry.

To contextualise these findings, this WDP draws inspiration from māra kai (traditional food gardens). Māra kai provide sustenance and oranga (life) for the iwi (tribe). As such, there is a nice correlation between māra kai and the exercise industry within Toi Ora, which also provides oranga for the community. Further to this metaphor, the plan's recommendations and actions are framed as ngā kō (the tools required) and ngā keri (the acts of digging) respectively, all working towards a thriving exercise industry by 2035.

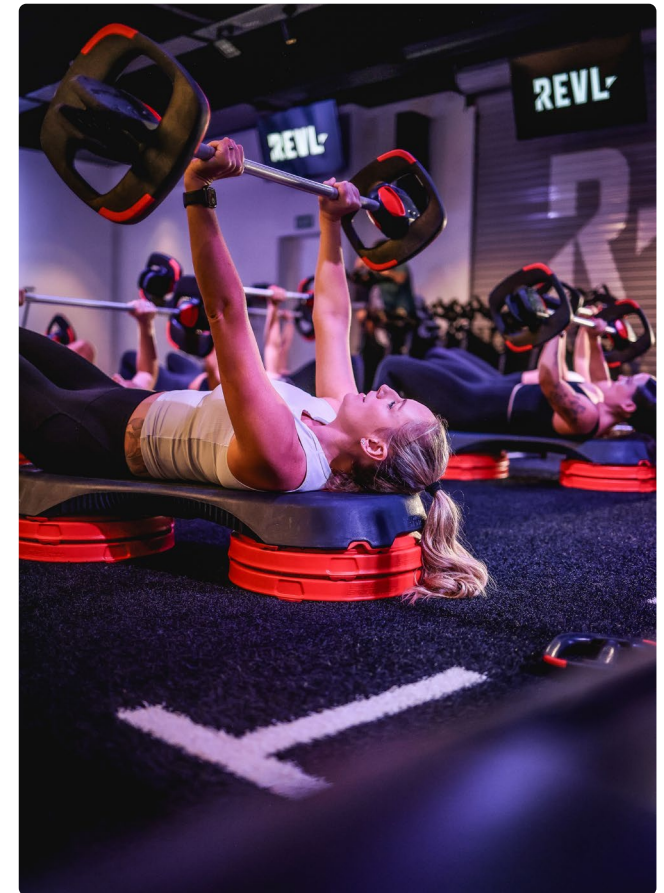


Photo by Shane Boulton SMB Creative at Revl Porirua

## Toi Ora, Tāngata Ora; Toi Ora, Whenua Ora Healthy Māori Creativity, Healthy People; Healthy Māori Creativity, Healthy Environment

### Toi Māori – Taonga works and the oral arts

*Toi Ora, Tāngata Ora; Toi Ora, Whenua Ora* is the first industry development plan (IDP) for Ngā Toi Māori, the Māori creative arts sector. While recognised socially as a sector, there is no formal, legal classification, and so accurate statistics on who is working in the sector and how many – needed to aid workforce development initiatives – are currently impossible to gather, and any formal coverage of the sector includes Māori doing work in other sectors that don't necessarily fall within Ngā Toi Māori, such as graphic design, architecture and media.



Photo by Andi Crown, *Half of the Sky*, 2019, Massive Theatre Company

We are calling this plan an IDP rather than a WDP, because the industry scaffolding that is assumed to underpin other WDPs does not yet exist for Ngā Toi Māori. Before we can understand the workforce and vocational education needs of the industry, there has to be an industry in the first place! This IDP has been developed through a human-centred research process where 12 empathy interviews and one wānanga were conducted with ringatoi (artists) from across various disciplines, whose kōrero informed the themes, challenges and opportunities as outlined below:

- 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.

For Ngā Toi Māori to thrive, all of these issues must be addressed. A thriving Ngā Toi Māori by 2035 looks like:

- flexible and adaptive training models where training meets ākongā 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 acknowledges 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.

## Kia Ita!

To be tight!

### Toi ā-Ringa – Art and design

*Kia Ita!* is the first WDP for Toi ā-Ringa and specifically focuses on the barbering and hairdressing industry.

The plan is supported by the results of sector data/analytics and interviews, wānanga and other engagements with barbers and hairdressers from across the motu.

This WDP takes barbering and hairdressing back to its roots in Aotearoa, promoting the need for support for this industry by emphasising the cultural significance of hair within te ao Māori, drawing inspiration from the ancient Māori story of Māui surviving from the topknot of Taranga – “to be tight” (as in a topknot) is a strong theme throughout.

In our engagements and research, Toi Mai found that barbers and hairdressers faced different but similar challenges:

#### For barbers

- Barber qualifications, training and pathways are not fit for purpose, and graduates are not work ready on completion of provider-based training.

- Community training providers face funding barriers.
- Barbers don't feel valued and well respected due to a lack of representation in governance.
- Current health and safety standards are not relevant for barbers or hairdressers.
- The barbering industry is underprepared for its social effects.
- The barbering business model is shifting with the use of technology and training is not keeping up with it.

#### For hairdressers

- The hairdressing industry faces talent gaps and workforce shortages.
- Hairdressing qualifications take too long to complete and are not fit for purpose, with graduates entering the industry with widely varied skill levels, not ready to work.
- There is a slow uptake from providers of new hairdressing qualifications.
- Health and safety standards for hairdressers are out of date.

## He korimako whakakī whārua Briefings to Incoming Ministers

Toi Mai created briefings to support ministers with interests in our industries following the 2023 General Election. These briefings outlined the main features and challenges we have identified within our industries. The briefings also helped position Toi Mai as experts and trusted advisors on our sectors, with insights and advice on opportunities to unlock their productivity and boost our economy.

Briefings to the following ministers are located on our [website](#).

- Minister for Sport and Recreation (Min. Bishop)
- Minister for Arts, Culture and Heritage (Min. Goldsmith)
- Minister for Science, Innovation and Technology (Min. Collins).



**Scan for more information:**  
Briefings to Incoming Ministers

# Te Taha Pūtea Financial Performance



Photo by Ralph Brown, Te Tangi a te Tūi production



# Independent auditor's report



BDO Wellington Audit Limited

To the readers of Toi Mai Workforce Development Council's financial statements and statement of service performance for the year ended 30 June 2024.

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

## Opinion

We have audited:

- the financial statements of the Council on pages 52 to 82, that comprise the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Council on pages 33 to 39.

In our opinion:

- the financial statements of the Council on pages 52 to 82:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2024; and
    - its financial performance and cash flows for the year then ended; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards issued by the New Zealand Accounting Standards Board; and

- the statement of service performance on pages 33 to 39:
  - presents fairly, in all material respects, the Council's service performance achievements for the year ended 30 June 2024; and
  - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 31 October 2024. This is the date at which our opinion is expressed.

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

## Basis for our opinion

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

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

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



BDO Wellington Audit Limited

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

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

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

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

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

The Board's responsibilities arise from the from the Order in Council made under section 363 of the Education and Training Act 2020 and the Charities Act 2005.

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

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

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

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

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

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

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



BDO Wellington Audit Limited

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

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

Our responsibilities arise from the Public Audit Act 2001.

## Emphasis of Matter

### Uncertainty over the future of Toi Mai Workforce Development Council

Without modifying our opinion, we draw attention to note 1 on page 57, which outlines uncertainties over the future of Toi Mai Workforce Development Council due to the government's ongoing review of vocational education and training. The financial statements have been prepared on a going concern basis of accounting (see note 1), because a final decision has not yet been made by the Government at the date of the audit report.

### Other information

The Board is responsible for the other information. The other information comprises the information included on pages 1 to 32 and 41 to 47, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

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

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge

obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Independence

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

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

### Geoff Potter

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

## Statement of Responsibility

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

In the Council's opinion:

The Statement of Performance fairly reflects the performance of Toi Mai for 1 July 2023 to 30 June 2024.

The Financial Statements fairly reflect the financial position and operations of Toi Mai for 1 July 2023 to 30 June 2024.

Signed by:



**Alice Shearman**  
Heamana Takirua  
Co-Chair  
31 October 2024



**Richard Beddie**  
Finance Audit  
Risk Chair  
31 October 2024



**Dr Claire Robinson**  
Te Tumu o Toi  
Chief Executive  
31 October 2024

Explanations of major variances against budget are provided in Note 14.  
The accompanying notes form part of these financial statements.

## Statement of Comprehensive Revenue and Expense

Toi Mai

Workforce Development Council

For the year ended 30 June 2024



All in \$000s	Note	Actual 2024	Budget 2024	Actual 2023
<b>Revenue</b>				
Government funding	2	8,740	8,740	8,740
Grants funding	2	4	-	1,051
Interest revenue	2	116	110	53
<b>Total revenue</b>		<b>8,860</b>	<b>8,850</b>	<b>9,844</b>
<b>Expenditure</b>				
People related costs	3	6,463	6,422	5,967
Hāpaitia Limited – Shared Council services <sup>(1)</sup>	3	1,473	1,561	1,604
Administration and other expenses	3	1,219	1,443	1,880
Depreciation	3	7	7	7
<b>Total expenditure</b>		<b>9,162</b>	<b>9,433</b>	<b>9,458</b>
<b>Surplus/(Deficit)</b>		<b>(302)</b>	<b>(583)</b>	<b>386</b>
Other comprehensive revenue and expense		-	-	-
<b>Total comprehensive revenue and expense</b>		<b>(302)</b>	<b>(583)</b>	<b>386</b>

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

## Statement of Financial Position

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



All in \$000s	Note	Actual 2024	Budget 2024	Actual 2023
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	4	3,431	2,623	2,362
Short-term investments	5	-	-	1,500
Trade and other receivables	6	877	834	913
Prepayments		10	-	13
<b>Total current assets</b>		<b>4,318</b>	<b>3,457</b>	<b>4,788</b>
<b>Non-Current assets</b>				
Property, plant and equipment	8	8	18	15
<b>Total non-current assets</b>		<b>8</b>	<b>18</b>	<b>15</b>
<b>Total assets</b>		<b>4,326</b>	<b>3,475</b>	<b>4,803</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	9	290	398	437
Employee entitlements	10	274	75	298
Revenue received in advance	11	-	-	4
<b>Total current liabilities</b>		<b>564</b>	<b>473</b>	<b>739</b>
<b>Total liabilities</b>		<b>564</b>	<b>473</b>	<b>739</b>
<b>Net assets</b>		<b>3,762</b>	<b>3,002</b>	<b>4,064</b>

All in \$000s	Note	Actual 2024	Budget 2024	Actual 2023
<b>Equity</b>				
Accumulated surplus	13	232	(108)	446
Operating reserve	13	2,450	1,350	1,350
Capital reserve	13	652	660	790
Special projects reserve	13	300	1,100	1,350
Te Kahui Ahumahi reserve	13	128	-	128
<b>Total equity attributable</b>		<b>3,762</b>	<b>3,002</b>	<b>4,064</b>

Explanations of major variances against budget are provided in Note 14.  
The accompanying notes form part of these financial statements.

## Statement of Changes in Net Assets/Equity

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



2024		Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Total net assets/equity
All in \$000s	Note						
<b>Balance at 1 July 2023</b>	13	446	1,350	790	1,350	128	4,064
<b>Total comprehensive revenue and expense for the year</b>		(302)	-	-	-	-	(302)
Transfers between reserves							
Operating reserve		(300)	300	-	(800)	-	(800)
Capital reserve		138	-	(138)	-	-	-
Special projects reserve		250	800	-	(250)	-	800
Te Kāhui Ahumahi reserve		-	-	-	-	-	-
<b>Total transfers</b>		88	1,100	(138)	(1,050)	-	-
<b>Balance at 30 June 2024</b>		232	2,450	652	300	128	3,762

2023		Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Total net assets/equity
All in \$000s	Note						
<b>Balance at 1 July 2022</b>	13	328	1,350	900	1,100	-	3,678
<b>Total comprehensive revenue and expense for the year</b>		386	-	-	-	-	386
Transfers between reserves							
Operating reserve		-	-	-	-	-	-
Capital reserve		110	-	(110)	-	-	-
Special projects reserve		(250)	-	-	250	-	-
Te Kāhui Ahumahi reserve		(128)	-	-	-	128	-
<b>Total transfers</b>		(268)	-	(110)	250	128	-
<b>Balance at 30 June 2023</b>		446	1,350	790	1,350	128	4,064

The accompanying notes form part of these financial statements.

## Statement of Cash flows

### Toi Mai Workforce Development Council

For the year ended 30 June 2024



All in \$000s	Note	Actual 2024	Budget 2024	Actual 2023
<b>Operating activities</b>				
Receipts from Government		8,740	8,740	8,770
Receipts of interest		124	110	53
Receipts of other revenue		-	-	13
Goods and services tax (net)		(3)	581	(137)
Payments to employees		(5,856)	(6,286)	(5,829)
Payments to suppliers		(3,467)	(4,112)	(3,654)
<b>Net cash flows from operating activities</b>		<b>(462)</b>	<b>(967)</b>	<b>(784)</b>
<b>Investing activities</b>				
Sale/(purchase) of property, plant and equipment		-	-	(6)
Purchase of term deposits		-	-	(1,500)
Sale of term deposits		1,500	-	-
<b>Net cash flows from investing activities</b>		<b>1,500</b>	<b>-</b>	<b>(1,506)</b>
<b>Financing activities</b>				
Advances to Hāpaitia		-	-	(369)
Advances repaid by Hāpaitia		31	-	-
<b>Net cash flows from financing activities</b>		<b>31</b>	<b>-</b>	<b>(369)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>1,069</b>	<b>(967)</b>	<b>(2,659)</b>
Cash and cash equivalents at beginning of the period		2,362	3,190	5,021
<b>Cash and cash equivalents at end of the period</b>		<b>3,431</b>	<b>2,223</b>	<b>2,362</b>

Explanations of major variances against budget are provided in Note 14.  
The accompanying notes form part of these financial statements.

## Note Index

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



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# Notes to the Financial Statements

## Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 1. Statement of accounting policies

### Reporting entity

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

### Basis of preparation

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

Management has identified the following material uncertainties that may cast significant doubt on the entity's ability to continue as a going concern:

*1. Changes in law or regulation or government policy expected to adversely affect the entity.*

The government has sought feedback from the public through consultation on proposed reforms to replace the current vocational education and training system. The consultation period closed 12 September 2024. The proposed reforms do not include an option to retain the current system and so depending on the outcome of the consultation process the Toi Mai Workforce Development Council may ultimately be disestablished. Should the reform lead to the disestablishment of the Toi Mai Workforce Development Council then Toi Mai may be unable to realise its assets and discharge its liabilities in the normal course of business or at the values expressed in these financial statements.

*2. No indication of funding beyond 30 June 2025.*

At the time of executing these financial statements the entity has only secured government funding until 30 June 2025. Given that government funding is the sole revenue source for the entity's operations, failure to secure further funding will result in Toi Mai being unable to continue operations. Should funding not be secured beyond 30 June 2025

Toi Mai Workforce Development Council may be unable to realise its assets and discharge its liabilities in the normal course of business or at the values expressed in these financial statements.

*Significant assumption applied in determining the appropriateness of the going concern assumption:*

If, as an outcome of the consultation, the government decides to disestablish the workforce development councils, new legislation would need to be drafted and approved by Parliament. At the time of signing the financial statements there is no indication on what the final decisions will be or if and when the government will act on its proposals or the consultation outcome, therefore it was concluded that the going concern assumption is appropriate until that time.

### Reporting period

The reporting period for the current year is for the 12-month period 1 July 2023 to 30 June 2024 with the comparative year also reflecting 12 months of activities.

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 1. Statement of accounting policies (continued)

### Statement of compliance

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

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

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

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

These financial statements were authorised for issue by Toi Mai Council on 31 October 2024.

### Presentation currency and rounding

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

### Budget figures

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

## Notes to the Financial Statements

Toi Mai

Workforce Development Council

For the year ended 30 June 2024



### 1. Statement of accounting policies (continued)

#### Use of judgements and estimates

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

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

- has exercised judgement when recognising grant revenue to determine if conditions of the grant contract have been satisfied. This judgement will be based on the facts and circumstances that are evident for each grant contract.

Assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ending 30 June 2024 include the following:

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

#### Goods and services tax (GST)

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

#### Income Tax

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

# Notes to the Financial Statements

## Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 2. Revenue

### Accounting Policy

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

### Revenue from Exchange Transactions

#### Interest and dividends

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

### Revenue from Non-Exchange Transactions

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

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

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

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

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

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

#### Government Funding

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

### Grants

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

#### Other grants received

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

## Notes to the Financial Statements

Toi Mai

Workforce Development Council

For the year ended 30 June 2024



### 2. Revenue (continued)

All in \$000s	Actual 2024	Actual 2023
<b>Government funding classified as non-exchange transactions</b>		
Government funding classified as non-exchange transactions	8,740	8,740
Project grant funding classified as non-exchange transactions	4	1,051
<b>Total Government funding</b>	<b>8,744</b>	<b>9,791</b>
<b>Other revenue classified as exchange transactions</b>		
Interest revenue	116	53
<b>Total other revenue</b>	<b>116</b>	<b>53</b>
<b>Total revenue</b>	<b>8,860</b>	<b>9,844</b>
<b>Revenue classification</b>		
Non-exchange revenue	8,744	9,791
Exchange revenue	116	53
<b>Total revenue</b>	<b>8,860</b>	<b>9,844</b>

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



### 3. Expenditure

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

All in \$000s	Actual 2024	Actual 2023
<b>People related expenses</b>		
Wages and salaries	5,850	5,432
Contractors	330	163
Councillors and board expenses	244	322
Other employee expenses	39	50
<b>Total</b>	<b>6,463</b>	<b>5,967</b>
<b>Hāpaitia Shared Council Services<sup>(1)</sup></b>	<b>1,473</b>	<b>1,604</b>
<b>Depreciation and Amortisation</b>		
Depreciation	7	7
<b>Total</b>	<b>7</b>	<b>7</b>
<b>Administrative and other expenses</b>		
<b>Consultancy costs</b>		
Consultancy costs	206	123
Audit expenses <sup>(2)</sup>	38	50
Legal fees	5	8
<b>Total</b>	<b>249</b>	<b>181</b>
<b>People and Culture costs</b>		
Other staff costs	31	20
Recruitment costs	1	14
<b>Total</b>	<b>32</b>	<b>34</b>

All in \$000s	Actual 2024	Actual 2023
<b>Information Technology costs</b>		
IT licensing costs	1	-
Subscriptions and memberships	57	12
<b>Total</b>	<b>58</b>	<b>12</b>
<b>Office and other costs</b>		
General expenses	201	171
Travel and engagement costs	350	302
Communication and marketing	329	129
Project costs	-	1,051
<b>Total</b>	<b>880</b>	<b>1,653</b>
<b>Total administration and other expenses</b>	<b>1,219</b>	<b>1,880</b>
<b>Total expenditure</b>	<b>9,162</b>	<b>9,458</b>

- Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.
- Audit expenses paid or payable to BDO for the audit of financial statements.

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



#### 4. Cash and cash equivalents

##### Accounting Policy

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

All in \$000s	Actual 2024	Actual 2023
Bank deposits	127	2,362
Call deposits	3,304	-
<b>Total</b>	<b>3,431</b>	<b>2,362</b>

There are no restrictions over any of the cash and cash equivalent balances held by Toi Mai. A Call account was held with the Bank of New Zealand with interest at variable rates. (2023: Nil).

#### 5. Short-term investments

##### Accounting Policy

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

All in \$000s	Actual 2024	Actual 2023
<b>Short-term investments</b>		
Term deposits	-	1,500
<b>Total</b>	<b>-</b>	<b>1,500</b>

There were no term deposits held at 30 June 2024. (2023: At 30 June 2023 there was a term deposit with ASB with a maturity date of 30 November 2023 and with an interest rate of 6.49% per annum).

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 6. Trade receivables and other receivables

### Accounting Policy

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

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

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

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

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

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

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

### Advances

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

All in \$000s	Actual 2024	Actual 2023
<b>Trade receivables</b>		
Trade receivables from exchange transactions	-	8
<b>Net trade receivables from exchange transactions</b>	<b>-</b>	<b>8</b>
<b>Receivables from non-exchange transactions</b>		
GST receivable	83	80
Advances to Hāpaitia	794	825
<b>Total receivables from non-exchange transactions</b>	<b>877</b>	<b>905</b>
<b>Total receivables</b>	<b>877</b>	<b>913</b>



## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 7. Associates

### Accounting Policy

#### Associates

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

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

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

Name	Voting rights and Ownership interest
Hāpaitia Limited	16.67%

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

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

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

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 8. Property, plant and equipment

### Accounting Policy

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

### Additions

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

### Disposals

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

### Depreciation

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

- Computer equipment SL 33.3%

### Impairment

No assets have been impaired during the reporting period.

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



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

All in \$000s	Office equipment	Computer equipment	Total
<b>Cost or valuation</b>			
Balance at 1 July 2023	-	22	22
Additions	-	-	-
Disposals	-	-	-
Reclassification of Assets	22	(22)	-
<b>Balance at 30 June 2024</b>	<b>22</b>	<b>-</b>	<b>22</b>
<b>Accumulated amortisation and impairment</b>			
Balance at 1 July 2023	-	(7)	(7)
Depreciation	(7)	-	(7)
Reclassification of Assets	(7)	7	-
Disposals	-	-	-
<b>Balance at 30 June 2024</b>	<b>(14)</b>	<b>-</b>	<b>(14)</b>
<b>Net Book Value</b>			
As at 1 July 2023	-	15	15
<b>As at 30 June 2024</b>	<b>8</b>	<b>-</b>	<b>8</b>

All in \$000s	Office equipment	Computer equipment	Total
<b>Cost or valuation</b>			
Balance at 1 July 2022	-	16	16
Additions	-	6	6
Disposals	-	-	-
Reclassification of Assets	-	-	-
<b>Balance at 30 June 2023</b>	<b>-</b>	<b>22</b>	<b>22</b>
<b>Accumulated amortisation and impairment</b>			
Balance at 1 July 2022	-	(1)	(1)
Depreciation	-	(6)	(6)
Reclassification of Assets	-	-	-
Disposals	-	-	-
<b>Balance at 30 June 2023</b>	<b>-</b>	<b>(7)</b>	<b>(7)</b>
<b>Net Book Value</b>			
As at 1 July 2022	-	16	16
<b>As at 30 June 2023</b>	<b>-</b>	<b>15</b>	<b>15</b>

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 9. Trade and other payables

### Accounting Policy

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

All in \$000s	Actual 2024	Actual 2023
Trade payables	232	335
Accruals	55	96
GST payable	-	-
Other payables	3	6
<b>Total</b>	<b>290</b>	<b>437</b>

## 10. Employee benefit liabilities

### Accounting Policy

#### Short-term employee benefits

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

#### Long-term employee benefits

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

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

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

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 10. Employee benefit liabilities (continued)

### Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans such as KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are recognised as an employee benefit

expense in surplus or deficit in the periods during which services are rendered by employees. Prepaid contributions are recognised as an asset (prepayment) to the extent that a cash refund or a reduction in future payments is available.

Contributions to a defined contribution plan that are due more than 12 months after the end of the period in which the employees render the service are discounted to their present value.

All in \$000s

	Actual 2024	Actual 2023
<b>Current</b>		
Short-term employee benefits	274	298
Current portion of long-term employee benefits	-	-
<b>Total</b>	<b>274</b>	<b>298</b>

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



#### 11. Revenue received in advance

##### Accounting Policy

Project funding received has been recognised as income when expenditure directly related to project deliverables has been incurred. The remaining funding has been recognised as revenue in advance and is expected to be released to the Statement of Comprehensive Revenue and Expense as the various project deliverables are completed.

Unspent project funding at the conclusion of the project, as provided in the grant funding agreement, will be returned to the funder.

All in \$000s	Actual 2024	Actual 2023
<b>Revenue received in advance</b>		
Project funding	-	4
Other revenue received in advance	-	-
<b>Total</b>	<b>-</b>	<b>4</b>
Current portion	-	4
<b>Total revenue received in advance</b>	<b>-</b>	<b>4</b>

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 12. Financial instruments

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

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

### i) Classification of financial instruments

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

<b>2024</b>		<b>Financial Assets</b>	<b>Financial Liabilities</b>	
All in \$000s	Note	Amortised cost	Amortised cost	Total
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	3,431	-	3,431
Receivables	6	794	-	794
Payables	9	-	(290)	(290)
		<b>4,225</b>	<b>(290)</b>	<b>3,935</b>

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

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 12. Financial instruments (continued)

### ii) Fair value through surplus or deficit

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

Impairment provisions for current and non-current trade receivables are recognised based on the simplified approach within PBE IPSAS 41 using a provision matrix in the determination of the lifetime expected credit losses. During this process, the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised in surplus or deficit. On

confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Impairment provisions for receivables from related parties and loans to related parties are recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Toi Mai financial assets measured at amortised cost comprise trade receivables from exchange transactions and other receivables and cash and cash equivalents in the statement of financial position. Cash and cash equivalents includes cash

in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

### iii) Amortised cost financial liabilities

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

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



## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 13. Equity

### Accounting Policy

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

All in \$000s	Actual 2024	Actual 2023
<b>Equity</b>		
Accumulated revenue and expenses	232	446
<b>Reserves</b>		
Operating reserve	2,450	1,350
Capital reserve	652	790
Special projects reserve	300	1,350
Te Kāhui Ahumahi reserve	128	128
<b>Total reserves</b>	<b>3,530</b>	<b>3,618</b>
<b>Total equity</b>	<b>3,762</b>	<b>4,064</b>
All in \$000s	Actual 2024	Actual 2023
<b>Accumulated revenue and expenses</b>		
Balance at 1 July	446	328
Surplus/(deficit) for the year before other comprehensive revenue and expenditure	(302)	386
Allocation from/(to) Operating reserve	(300)	-
Allocation from/(to) Special projects reserve	250	(250)
Allocation from/(to) Capital reserve	138	110
Allocation from/(to) Te Kahui reserve	-	(128)
<b>Total accumulated revenue and expenses</b>	<b>232</b>	<b>446</b>

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



### 13. Equity (continued)

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

All in \$000s	Actual 2024	Actual 2023
<b>Operating Reserve</b>		
Balance at 1 July	1,350	1,350
Allocation from/(to) accumulated revenue and expense	300	-
Allocation from/(to) special projects reserve	800	-
<b>Balance as at 30 June</b>	<b>2,450</b>	<b>1,350</b>

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

All in \$000s	Actual 2024	Actual 2023
<b>Capital Reserve</b>		
Balance at 1 July	790	900
Allocation from/(to) accumulated revenue and expense	(138)	(110)
<b>Balance as at 30 June</b>	<b>652</b>	<b>790</b>

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



### 13. Equity (continued)

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

All in \$000s	Actual 2024	Actual 2023
<b>Special Projects Reserve</b>		
Balance at 1 July	1,350	1,100
Allocation from/(to) operating reserve	(800)	-
Allocation from/(to) accumulated revenue and expense	(250)	250
<b>Balance as at 30 June</b>	<b>300</b>	<b>1,350</b>

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

All in \$000s	Actual 2024	Actual 2023
<b>Special Projects Reserve</b>		
Balance at 1 July	128	-
Allocation from/(to) accumulated revenue and expense	-	128
<b>Balance as at 30 June</b>	<b>128</b>	<b>128</b>

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



#### 14. Major budget variations

Explanations for major statement of comprehensive revenue and expense budget variations from the 2024 Toi Mai budget are detailed below:

All in \$000s	Actual 2024	Budget 2024	Variance
<b>Revenue variances</b>			
Government funding	8,740	8,740	-
Project grants funding	4	-	4
Interest revenue	116	110	6
<b>Expenditure variances</b>			
People related expenses	6,463	6,422	41
Shared services	1,473	1,561	(88)
Administration and other expenses	1,219	1,443	(224)
Depreciation and amortisation	7	7	-
<b>Total comprehensive revenue and expense</b>	<b>(302)</b>	<b>(583)</b>	<b>281</b>

Project revenue was recognised for a project that was not completed prior to the end of the previous year. Interest revenue was slightly more than budget due to higher levels of term deposits than expected when preparing the budget. Employee expenses were higher than budgeted due to higher contractor expenses during the year to cover employee vacancies. Shared services expenses were lower than expected due to lower costs incurred by Hāpaitia Ltd (shared services company) during the year. Administration and other expenses were lower than budgeted primarily due to savings in travel and meeting costs and promotion and marketing costs.

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



#### 14. Major budget variations (continued)

Explanations for major statement of financial position budget variations from the 2024 Toi Mai budget are detailed below:

All in \$000s	Actual 2024	Budget 2024	Variance
<b>Statement of financial position</b>			
Current assets	4,318	3,457	861
Non-current assets	8	18	(10)
Current liabilities	564	473	91
Non-current liabilities	-	-	-
Equity	3,762	3,002	760

Current assets were higher than budgeted due to higher than expected cash balances resulting from lower levels of expenditure than planned. Current liabilities were higher than budgeted due to higher levels of trade payables. Equity reserves were higher than budgeted due to the higher level of surplus at the end of the year and reduced expenditure from the special projects reserve.

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



#### 14. Major budget variations (continued)

Explanations for major statement of cash flow budget variations from the 2024 Toi Mai budget are detailed below:

All in \$000s	Actual 2024	Budget 2024	Variance
<b>Statement of cash flows</b>			
Cash flow from operating activities	(462)	(967)	505
Cash flow used in investing activities	1,500	-	1,500
Cash flows from financing activities	31	-	31
Net increase/(decrease) in cash and cash equivalents	1,069	(967)	2,036
Cash and cash equivalents at beginning of the year	2,362	3,190	(828)
<b>Total cash and cash equivalents at end of the year</b>	<b>3,431</b>	<b>2,223</b>	<b>1,208</b>

Cashflows from operating activities were higher than budgeted due to lower payments to people and suppliers resulting from lower than planned levels of expenditure. Investments in Term Deposits and a partial repayment of the advance to Hāpaitia were not budgeted.

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 15. Operating leases

### Accounting Policy

#### Operating leases

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

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

We have entered leasing arrangements with our associate Hāpaitia Limited for computer and office equipment as part of the Service contract between both parties (Note 17).

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

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

## 16. Commitments and contingencies

### Accounting Policy

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

### Commitments

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

The annual operating lease value for the computer and office equipment is variable depending on the quantum of assets leased, with an approximate annual lease cost of \$118,519 (2023: \$111,200). The lease commitment continues until either party terminate the contractual arrangement.

Hāpaitia has ongoing contractual commitments including operating leases. Each WDC is required under the terms of the service contract to meet these commitments for the life of any contracts executed during the period of the service contract. The value of this commitment for Toi Mai, at the 30 June 2024, was \$141,147 (2023: \$226,607).

### Contingent Liabilities

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

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

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

### Capital Commitments

There are no capital commitments at reporting date (2023: Nil).

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



## 17. Related party transactions and key management personnel

### Accounting Policy

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

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

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

### i) Key management personnel remuneration

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

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

Members of the governing body are paid annual fees in accordance with the Cabinet Office Circular CO-(22) 2 Revised Fees Framework for members appointed to bodies in which the Crown has an interest, dated 6th October 2022. Senior executive officers are employed as employees of Toi Mai on normal employment terms.

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

All in \$000s	Actual 2024	Actual 2023
<b>Key management personnel related party transactions</b>		
<b>Council members</b>		
Number of Council members <sup>(1)</sup>	0.52	0.32
Remuneration	249	287
<b>Senior executive officers</b>		
Full-time equivalent members <sup>(2)</sup>	6.58	7.02
Remuneration	1,417	1,388
<b>Total full-time equivalent members</b>	<b>7.10</b>	<b>7.34</b>
<b>Total key management personnel remuneration</b>	<b>1,666</b>	<b>1,675</b>

1. There were seven members of the Board throughout the period of 1 July 2023 to 30 June 2024. All were employed for the full period (2023: There were nine members of the Board throughout the period of 1 July 2022 to 30 June 2023. Six were employed for the full period, three resigned throughout the year (30 November 2022, 09 December 2022 and 16 June 2023)).
2. There are seven members of the senior management team considered to be key management personnel. Five members were employed throughout the period 1 July 2023 to 30 June 2024 resulting in a full time equivalent figure of 6.58. One member resigned in January 2024. (2023: There are six members of the senior management team considered to be key management personnel. Five members were employed throughout the period 1 July 2022 to 30 June 2023 resulting in a full time equivalent figure of 5.42. One member was only employed for four months).



## Notes to the Financial Statements

### Toi Mai

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For the year ended 30 June 2024



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

### ii) Other related parties

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

2024		Transaction Value (\$000's)	Transaction Value (\$000's)	Accounts Payable (000's)	Accounts Receivable (000's)	Advances made (000's)
Related Party	Goods/Services Provided	Paid	Received	As at June 30	As at June 30	As at June 30
Hāpaitia Ltd	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	1,494	-	164	-	794
Hanga-Aro-Rau	Shared project and operational costs recharged	-	-	-	-	-
Muka Tangata	Shared project and operational costs recharged	19	-	6	-	-
Ringa Hora	Shared project and operational costs recharged	90	-	-	1	-
Toitū te Waiora	Shared project and operational costs recharged	-	-	-	-	-
Waihanga Ara Rau	Shared project and operational costs recharged	-	-	-	-	-
Institute of Directors	Professional Development	-	-	-	-	-
<b>Total</b>		<b>1,603</b>	<b>-</b>	<b>170</b>	<b>1</b>	<b>794</b>

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

1. Related party due to Board member governance relationship

## Notes to the Financial Statements

### Toi Mai

### Workforce Development Council

For the year ended 30 June 2024



#### **18. Events after reporting date**

On 1 August 2024, the New Zealand Government announced a review of vocational education and training, which may affect the future operations of the Workforce Development Councils (WDCs) and their shared services entity, Hāpaitia Ltd. As of the date of this report, the potential impact of this review remains uncertain and cannot be quantified. The Government is expected to make a final decision on this matter by late November 2024. (2023: Nil).



