



Toi Mai

Pūrongo ā-Tau | Annual Report 2025



TOI MAI
Workforce
Development
Council

Toi Mai Annual Report 2025

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Rārangi take

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Photo supplied by Christchurch City Council

Kia whakatōmuri te haere
whakamua:

‘I walk backwards into the
future with my eyes fixed
on my past’





This whakataukī or ‘proverb’ speaks to Māori perspectives of time, where the past, the present and the future are viewed as intertwined, and life as a continuous cosmic process. Within this continuous cosmic movement, time has no restrictions – it is both past and present. The past is central to and shapes both present and future identity. From this perspective, the individual carries their past into the future. The strength of carrying one’s past into the future is that ancestors are ever present, existing both within the spiritual realm and in the physical, alongside the living as well as within the living.

Te rangakōrero nā ngā rangatira o Toi Mai

Joint report

He ao te rangi

He hieke te mauri

Ka uhia

Mā te huruhuru te manu
e rere ai

Mā te mātauranga te ohu e
tupu ake ai

Haumi ē, hui ē, tāiki ē.

The clouds cloak the sky and
the hieke cloaks the mauri

By its feathers a bird flies and
by knowledge the workforce
develops.

2024–25 was both a satisfying and a difficult year for Toi Mai as we navigated the challenges of maintaining a high level of service to our industries while preparing for disestablishment as a result of the Government's reform of vocational education and training (VET).

The process of managing ongoing change and industry activation to make sure our sectors are covered by the Industry Skills Boards (ISBs) that will replace workforce development councils (WDCs) was both time and resource consuming, with the important creative and IT industries missing from the original ISB configuration.

It was a relief to learn on 2 July 2025 that following strong industry advocacy, all the industries covered by Toi Mai will move to the ISBs. However, we also had to sadly farewell two board members and nine valuable kaimahi whose roles were disestablished prior to 30 June 2025 in order to manage reduced operational funding as we wind down to full disestablishment on 31 December 2025.

Highlights of the year include the following:

- New screen sector qualifications combining classroom learning and practical work experience for below-the-line crew were offered in a

successful pilot programme that included paid training on a film set.

- Exercise education products were created to reduce the churn and burn in the personal training sector, with too many personal trainer graduates lacking the skills needed to succeed and 58% failing in their first year.
- Research commissioned by Toi Mai found that New Zealanders place significant monetary value on participating in certain arts and cultural activities, supporting calls for greater public investment in the arts and culture sector.
- Toi Mai investigation revealed how employing more tāngata whaikaha could bolster New Zealand's fast growing technology sector.
- Our stakeholder communication was enhanced with the introduction of a regular pānui, which had excellent levels of engagement.

As this will be our last full annual report prior to disestablishment, the Board and senior leadership of Toi Mai want to express our heartfelt thanks to our industries, providers, learners, government agency partners, former board members and kaimahi for your

endorsement of our mahi over the past three-and-a-half years. It was not easy building a new workforce development council from scratch and servicing many industries that were new to vocational education.

The vocational education and training system Toi Mai encountered in 2021 had scant understanding of the skills and workforce needs of most of our industries. There was poor data coverage and invisibility of many creative occupations, industries and pathways. Neither Ngā Toi Māori nor game development were officially recognised as an industry or an occupation.

Most of our industries did not have apprenticeships. The vocational education system was not geared up to meet the work-based learning needs of the gig-based, self-employed workforces that dominate our sectors.

Toi Mai has spent the past three-and-a-half years building the evidence base, developing industry partnerships, creating new and innovative qualifications, and working out ways to facilitate work-based learning within the current system constraints. We have proven industry-led, evidence-based coordination works. When industries have a voice in their own workforce development, real progress happens.

There is still so much work to be done. Over the next six months we will focus on how we pass our insights, workforce development plans (WDPs) and research to the new ISBs, government agencies and industry in the hope they can carry our work forward.



Photo by Mary of Road to Glenorchy, New Zealand



Alice Shearman

Heamana Taikura, Co-Chair



Steven Renata

Heamana Taikura, Co-Chair
(Ngāpuhi, Ngāti Pakahi, Ngāti Rehia)



Dr Claire Robinson

Te Tumu o Toi, Chief Executive



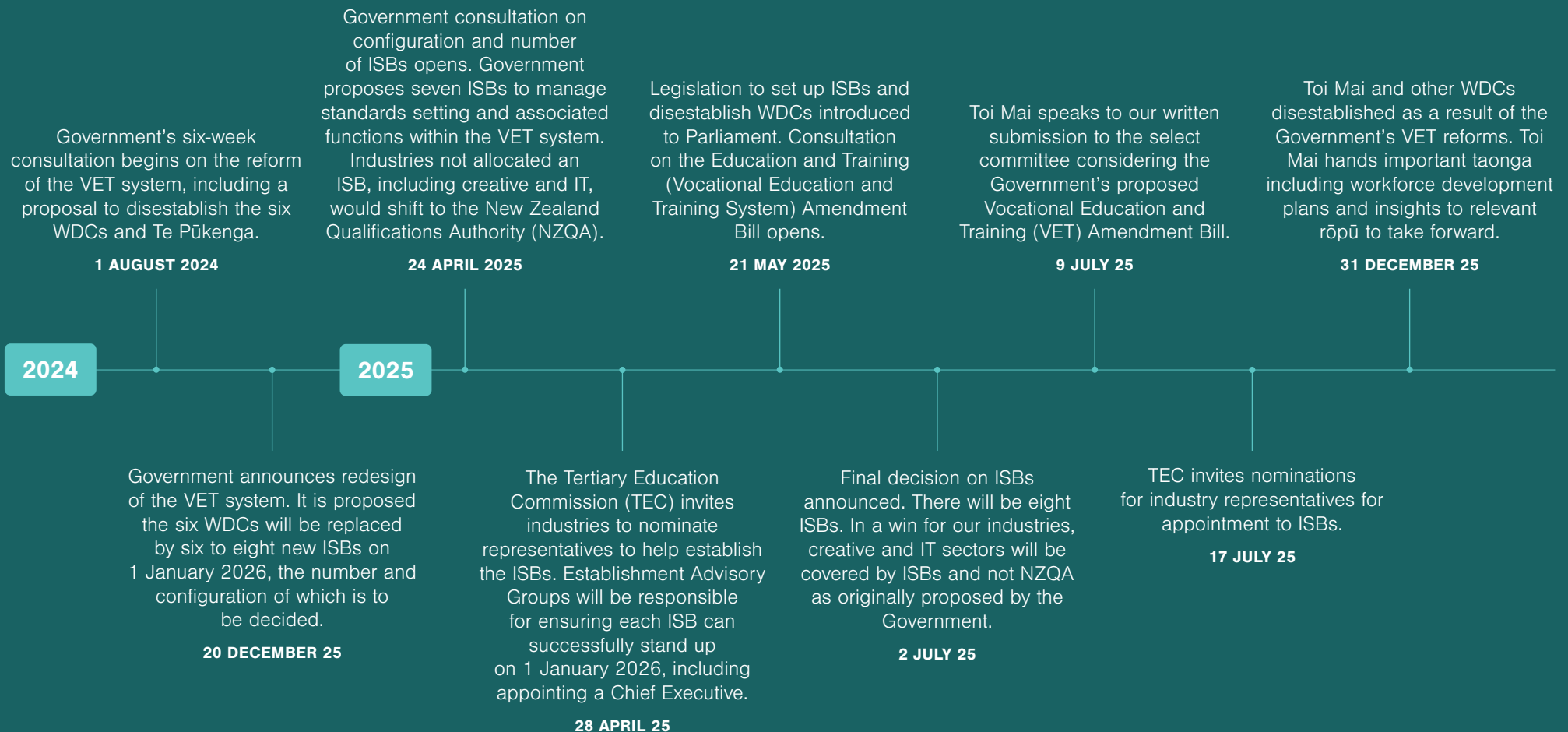
Tama Kirikiri

Poumatua

(Te Whānau-ā-Apanui, Ngāti Konohi,
Ngāti Rākaipaaka, Ngāti Kahungunu,
Kāi Tahu)

Hei tūtohu wātaka

Timeline of Toi Mai disestablishment



Te whakahaeretanga me ngā kawenga haepapa

Governance and accountability

The Toi Mai Board continued to provide strategic oversight and governance accountability during a year of change and uncertainty around the future of workforce development councils and the VET system generally.

Board members brought the interests, voices and insights of the creative, cultural, recreation and technology industries and communities Toi Mai represents into our mahi.

The Board and Executive Team are committed to ensuring the VET system meets the needs of our industries, communities, iwi, hapū and ākonga through stakeholder engagement, industry alignment and te Tiriti o Waitangi informed leadership.

The Board developed their 2025 strategic approach during a facilitated two-day hui in February. The strategic focus in 2025 centres on carrying forward the Toi Mai legacy while proactively navigating the structural transition to disestablishment.

The Board's strategic pou are:

- legacy with impact
- advocacy through transition
- sector engagement and empowerment
- retention and value of people
- sustainable decommissioning and knowledge transfer.

Board changes

There was a lot of movement on the Toi Mai Board during 2024–25, largely the result of members completing their terms and two members resigning on 30 June 2025 as part of the Toi Mai transition plan to disestablishment.

JULY 24

- Kathie Irwin resigned
- Alice Shearman and Richard Beattie reappointed for three-year terms

AUG 24

- Alice Shearman re-appointed Co-Chair for one year
- Rhonda Kite finished serving on the Board

SEPT 24

- Karl Wixon, Keri Milne-Ihimaera, Paula Browning and Steven Renata start three-year terms
- Victoria Spackman finished serving on the Board

OCT 24

- Barry Soutar finished serving on the Board

NOV 24

- Steven Renata appointed Co-Chair

APR 25

- Board merged People & Culture committee into Finance, Audit & Risk committee

JUNE 25

- Keri Milne-Ihimaera and Pita Alatini resigned as Toi Mai transitions to disestablishment



Photo by Makea Pokere

Name	Term start date	Appointed by	Term end date	2024–25 Fee
Richard Beddie	11 June 2021	Minister, reappointed by Board	10 June 2024 Reappointed 01 Aug 2024, 2nd term ends 31 July 2027	\$29,512
Rhonda Kite	11 June 2021	Minister	10 June 2024 finished 31 Aug 2024	\$4,919
Alice Shearman	11 June 2021	Minister, reappointed by Board	10 June 2024 Reappointed 01 Aug 2024, 2nd term ends 31 July 2027	\$53,730
Victoria Spackman	11 June 2021	Minister	10 June 2024 finished 31 Sept 2024	\$6,707
Barry Soutar	11 June 2021	Minister	10 June 2024 finished 31 Oct 2024	\$17,910
Kathie Irwin	11 Dec 2022	Board	10 June 2024 Resigned 01 July 2024	\$147
Pita Alatini	01 July 2023	Board via co-opt	30 June 26 Resigned due to disestablishment 30 June 2025	\$26,829
Paula Browning	06 Sept 2024	Board	05 Sept 2027	\$21,985
Keri Milne-Ihimaera	06 Sept 2024	Board	05 Sept 2027 Resigned due to disestablishment 30 June 2025	\$21,985
Steven Renata	06 Sept 2024	Board	05 Sept 2027	\$39,919
Karl Wixon	06 Sept 2024	Board	05 Sept 2027	\$23,774

Name	Role	Committee membership	Board meetings attended	FAR meetings attended	P&C meetings attended	Māori Caucus meetings	Total meetings attended
Richard Beddie	Board Member Chair of FAR 01 Nov 2021–current	Finance, Audit & Risk	12 out of 12	5 out of 5			17 out of 17
Rhonda Kite	Board Member Chair of P&C 01 Jun 2023–21 Aug 2024	Te Kāhui Ahumahi, People & Culture	3 out of 3		1 out of 1		4 out of 4
Alice Shearman	Board Member Co-Chair 01 Jun 2023–current Chair of P&C 22 Oct 2021–01 Jun 2023, 20 Aug 2024–30 Apr 2025 (when P&C was merged with FAR)	People & Culture, Finance, Audit & Risk	12 out of 12	4 out of 4	2 out of 2		18 out of 18
Victoria Spackman	Board Member Co-Chair 01 Jun 2021–31 May 2023	Finance, Audit & Risk	1 out of 3	1 out of 1			2 out of 4
Barry Soutar	Board Member Co-Chair 01 Jul 2024–31 Oct 2024 Chair of Māori Caucus 05 Sept 2023–31 Oct 2024	Finance, Audit & Risk, Te Kāhui Ahumahi, Māori Caucus	3 out of 4	1 out of 2		1 out of 1	5 out of 7
Kathie Irwin	Board Member Co-Chair 01 Jun 2023–01 Jul 2024	Te Kāhui Ahumahi, Māori Caucus					
Pita Alatini	Board Member	People & Culture, Pacific Fono	11 out of 12		2 out of 2		13 out of 14
Paula Browning	Board Member	Finance, Audit & Risk	9 out of 9		1 out of 1		10 out of 10
Keri Milne-Ihimaera	Board Member	People & Culture, Māori Caucus	7 out of 9		0 out of 1	3 out of 4	10 out of 14
Steven Renata	Board Member Co-Chair 01 Nov 2024–current	Te Kāhui Ahumahi, Finance, Audit & Risk, Māori Caucus	8 out of 9			3 out of 3	15 out of 16
Karl Wixon	Board Member Chair of Māori Caucus 01 Nov 2024–current	Te Kāhui Ahumahi, Māori Caucus	9 out of 9			3 out of 3	12 out of 12



Photo by Makea Pokere

Te whakatinanatanga o te Tiriti o Waitangi

Honouring te Tiriti o Waitangi

Honouring and implementing te Tiriti o Waitangi is at the heart of what Toi Mai does and is the foremost consideration of every decision we make.

Our organisational goal is to be a 'gold standard' te Tiriti o Waitangi partner. Toi Mai 'walks the talk' when it comes to honouring te Tiriti o Waitangi in our mahi, processes and priorities, resourcing, relationships, governance and management.

2024–25 highlights:

Implemented mātauranga Māori guidelines in programme endorsements

We embedded a mātauranga Māori support structure in July 2024 to ensure vocational education provider programmes included te ao Māori and te reo Māori considerations. 57 programme endorsements were completed in 2024–25.

Te Ao Tūroa standards

A series of wānanga and online hui supported the expiration, creation and revision of these standards. These wānanga were supported by Māori subject matter experts and the newly revised standards are inclusive of tāngata Māori and tāngata Tiriti world views.

He Toi Whakairo, He Mana Tangata – Where there is artistic excellence, there is human dignity: Best practice for Kaihanga Toi Maori in the built environment

Good progress was made on establishing an industry benchmark for price standards for Kaihanga Toi Māori (Toi Māori practitioners) working in the built environment. These will be published in a report laying out remuneration guidelines for commissioning agencies when they are engaging with Kaihanga Toi Māori. Alongside the report, we will also be providing a rauemi (resource) that is focused on helping give guidance to Kaihanga Toi Maori in order to navigate this space safely.

Building cultural capability

We continued building internal cultural capability to make sure kaimahi can uphold the articles and provisions of te Tiriti o Waitangi in our work:

- We implemented He Rau Ranga Tira, a tool to support kaimahi put te Tiriti o Waitangi into action across all our mahi. These guidelines are being implemented throughout all levels of Toi Mai, from the Board through to all other Toi Mai kaimahi.
- All Toi Mai kaimahi and Co-Chair Alice Shearman participated in a noho marae to deepen our understanding of tikanga Māori.
- We held an educational hui with kaimahi to improve historical context and understanding of te Tiriti o Waitangi.
- Weekly te reo classes were introduced for all kaimahi, focused on using new words and phrases in our daily mahi, helping to continue to normalise te reo Māori.

Kaiārahi pūkenga me te rāngaimahi

Skills and workforce leadership

Almost 81% of respondents to an industry stakeholder survey said they are confident Toi Mai understands their industries' priorities, up from 76% in 2024, with 73% confident we are effectively communicating the priorities to the right people, up from 62% in 2024.

In 2024–25 Toi Mai actively progressed solutions and actions to respond to industry workforce needs, responding to the demand for more flexible and accessible work-based learning opportunities.

At the same time, in response to the Government's ongoing VET reforms, we looked more broadly at what it takes to have a successful skills system in New Zealand.

Workforce development plans

A suite of seven completed Toi Mai WDPs and an Industry Development Plan were published on our website in July 2024. They describe new and poorly understood industries, articulating their experiences in how people move through the formal education and training system into our industries. The plans were developed following extensive stakeholder engagement, insight and research and include actions and recommendations to meet future industry workforce needs.

In December 2024 we published *Ngā Awa Kōrero | The Rivers of Narrative*, New Zealand's first WDP for journalism, outlining strategies to support training in a

sector of national significance and importance for democracy.

By 30 June 2025 two further WDPs – a Māori and Pacific conservators and curators WDP and a libraries and archives WDP – were almost complete.

Notable actions coming out of WDPs in 2024–25 included the following:

- In a screen sector first, we brought together vocational education and university providers to discuss how New Zealand can have a more nationally coordinated screen education and training system, with programmes that more closely match the needs of industry.
- A successful screen sector work-based training pilot programme was delivered in partnership with industry and an education provider, supported by new screen qualifications.
- We established a workplan to review and update qualifications based on WDPs. Reviews and development were completed across a range of sectors, including journalism, barbering, IT, performing arts, conservation, gaming and exercise.



Photo by Makea Pokere



Photo by Makea Pokere

Toi Mai responded to the screen sector's call for shorter, work-based skills training, developing a new suite of qualifications that combine classroom learning and practical on-set experience for the below-the-line crew. The new qualifications were trialed in a successful pilot programme that included paid training on the *Holy Days* film set in Ōtautahi Christchurch.

Understanding our industries

Toi Mai continued to improve understanding of our industries' workforces, growth aspirations and the skills gaps that need filling. We gained insights to support government and providers to invest in and deliver qualifications and programmes that will match industry and Māori and Pacific business workforce needs.

Alongside publishing the WDPs, we also commissioned and completed several research projects to build our insights and understanding of the industries we represent.

Highlights:

- *Tāngata Whaikaha in Tech* report – highlighted opportunities to unlock the diverse talent in the tāngata whaikaha community through improvements in technology education, recruiting and the workplace.
- *The impact of participation in arts and cultural activities on personal wellbeing* research report, undertaken for Toi Mai by Motu Research – found New Zealanders place significant monetary value on participating in certain arts and cultural activities.

- *Skills in the Creative Sector* – research undertaken for Toi Mai by Eaquib & Eaquib that demonstrated the creative economy is much bigger than perceived.
- Alternative apprenticeship models – investigated if group training models could provide workplace learning opportunities for Toi Mai industries for which traditional apprenticeship models are not feasible.
- Burden of self-employment research – revealed the lack of accessible learning models that respond to the realities of self-employment limit workforce skills development and capability growth.
- How to lift incomes for performing artists project – looked at this issue and potential actions.
- Digital Skills Survey 2025 – undertaken to improve understanding of digital skills needs in companies that employ digital technology workers and where to prioritise resources.

Our cross-industry analysis identified key barriers across the VET system for Toi Mai industries. Three broad sector themes emerged:

- Funding settings incentivise long-form, classroom-based training that often doesn't align with industry needs.

- Self-employment remains a huge factor that distinguishes the experience of workers in Toi Mai industries.
- There is significant latent potential across our Māori, Pacific and whaikaha labour forces.



Photo by Sam Palmer from Wānanga Taonga Puoro ki Pōneke



Photo by Makea Pokere from Hair & Barbering Wānanga 2024

Recognised as a sector expert

Greater understanding of industry needs and strong relationships enhanced our credibility within industry and government as trusted experts for our sectors. This improved our ability to drive action within industry and from decision makers.

Relationships with government agencies enabled us to give pre-emptive advice and input into important policy and strategic-level changes.

We shared our insight and research with industry, providers and government through a variety of channels including our monthly pānui, hui and wānanga.

Highlights:

- We held three hui with the hairdressing and barbering sector to share insights from the Toi ā-Ringa WDP.
- We presented findings of the Toi Whānui WDP at CITRENZ (Computing and Information Technology Research and Education NZ) conference.
- We facilitated a cross-agency wānanga to discuss how to significantly lift incomes of performing artists.
- We organised an exercise industry hui to address its collective challenges.
- We held a wānanga with providers to share our research showing poor transition rates into industry from screen sector training.
- We held numerous engagements with government agencies to share insights from WDPs and other sector research, including the Ministry for Regulation (hair and barbering regulation review) and the Ministry for Arts, Culture and Heritage (performing arts and screen insights).

Throughout 2024–25 we advocated strongly for our industries, including meeting with the Arts, Culture and Heritage Minister to talk about screen training

reform, particularly industry-led work-based training opportunities. We also met with the Parliamentary Under-Secretary to the Minister for Media and Communications who requested us to undertake the Journalism WDP.

Submissions and advocacy to government included:

- Vocational Educational and Training System Amendment Bill consultation
- Industry Skills Board coverage consultation
- redesign of the vocational education and training system consultation
- *Amplify: A creative and cultural strategy for New Zealand* consultation
- Ministry of Education's (MoE) review of funding determinations consultation
- Investment Advice to the Tertiary Education Commission
- Stats NZ's review of our occupational classification system
- University Advisory Group Phase 2 consultation
- the draft CreativeNZ Strategy *Tū Mai Rā, Toi Aotearoa*.



Photo by Billie Win taken at Bodyslot Fitness Porirua

Following Toi Mai advocacy, Stats NZ added Group Fitness Instructor and Personal Trainer as separate occupations on the National Occupations List. This will make it easier to gather workforce data and trends about these exercise sector roles.

WDC collaboration

WDC senior leadership met regularly to discuss cross-council issues and opportunities.

Toi Mai routinely shared insights on identified challenges within the VET system.

Examples of collaboration include the following:

- We worked with other WDCs on development of tools and frameworks that support and raise awareness of the transferability of skills across different industries.
- We participated in projects to reduce WDC and NZQA duplication and improve value and timeliness for providers from programme endorsement.
- We were one of two WDC representatives on the cross-agency private training enterprises peak body forum to discuss critical issues relating to vocational education systems, funding, policy and practice.
- Together with other WDCs, we hosted two cross agency hui with TEC, MoE and NZQA to look at system settings and improvements for qualifications and quality assurance.



Photo supplied by New Zealand Improv Festival 2021

Ngā ringa tohu

Qualifications

Toi Mai continued to be a competent and confident standard setting body, working with industry experts and education providers to develop the qualifications that meet their needs and enable learner success, particularly for the underserved.

Highlights:

In 2024–25 we

- completed 25 qualification and standards projects that were a mix of scheduled review and new developments in response to industry needs and gaps identified in our WDPs
- hosted 140 ngā puna whāngai (qualification advisory group) meetings plus more than 150 other engagements
- progressed our five-year qualification workplan, with a view to completing all active projects before our disestablishment on 31 December 2025
- published qualification landscape maps for each of our sectors on our website so learners, their whānau and providers could see the pathways and relationships between our qualifications by sector
- increased our promotion of qualifications to providers through a range of channels including direct emails, social media, videos and a monthly pānui.

Completed developments and reviews

In 2024–25 we:

- reviewed 28 qualifications in performing arts, music, outdoor recreation, dance, drama, aquatics and equine
- developed two new screen industry skills qualifications and programme guidance to support their implementation
- developed 42 new skill standards in screen, performing arts, makeup, exercise and conservation to support new or reviewed qualifications and micro-credentials
- reviewed 265 unit standards in exercise, community recreation, hairdressing, outdoor recreation, diving, rafting and equine
- We completed and listed two new micro-credentials: performing arts emerging tutor and conservation.



Photo of Kaitiaki Rafting Rotorua New Zealand

Ngā ringa kounga

Quality assurance



Photo by Adam Winger from Unsplash

We saw some excellent work in our observation of hairdressing ākonga being assessed, with the positive relationship between learner and assessor resulting in good outcomes and conversations. Observed moderation is a great learning opportunity for providers.

Our quality assurance (QA) team continued to provide guidance and advice to a wide range of schools and vocational education trainer providers to ensure programmes and assessment met industry expectations and the standards required.

We carried out a wide range of QA activities to uphold the integrity of our qualifications and standards. Positively, we extended our QA services, undertaking more proactive engagements with schools and providers to assist with their internal quality assurance processes and provide additional information and tools to help them improve their practice.

Our varied approach to moderation – post-moderation of assessment samples, observed moderation, moderation forums and moderation visits – allowed us to gain a holistic view of the provider and school performance to make sure a national standard is maintained.

Positively, NZQA confirmed that it considers Toi Mai has met its quality assurance objectives and requirements for the 1 July 2024–30 June 2025 monitoring period.

Highlights

In 2024–25 we:

- published our external moderation plan in February 2025. The plan sets out our process and timing for moderating assessments of qualifications to ensure they are fair and consistent across the country
- developed a new QA guidance document outlining Toi Mai general assessment practice expectations
- ran four 'drop-in' webinars for providers and schools to ask QA related questions, attracting a total of 68 attendees
- undertook observed moderation for hairdressing and aquatics
- completed 58 face-to-face (in person and online) school and provider visits.

We completed/processed:

- 1,407 post-assessment moderations
- 453 pre-assessment moderations
- 72 consent to assess applications
- 57 programme endorsement applications
- 12 micro-credential support applications.



Photo by Makea Pokere from Manurewa High School

He pūrongo hua i te wao

Statement of Service Performance



Ngā mahi a Toi Mai

Our core functions

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

Honouring te Tiriti o Waitangi	to contribute to an education system that honours te Tiriti o Waitangi and supports Māori–Crown relations
Skills and workforce leadership	- to provide skills and workforce leadership for the cultural, creative, recreational and technology industries by: - identifying their current and future needs - advocating for those needs to be met through working with the industries and with schools, providers, regional bodies and the Government
Endorsing programmes and moderating assessments	to decide whether to endorse programmes developed by providers and carry out moderation activities in relation to any standards and capstone assessments we set
Advisory and representative role	- to provide employers with brokerage and advisory services approved by the TEC - to advise the TEC: - about its overall investment in vocational education and training - 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
Developing and setting standards, capstone assessments and qualifications	- to develop, set and maintain skill standards - 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 - to develop and maintain micro-credentials - to develop and maintain national curricula for qualifications for which we are responsible as a standard-setting body - to develop, set and maintain capstone assessments based on the needs of the specified industries
Impact	to provide stronger leadership for industry and regions and stronger voice for learners in the VET system.



Photo by Shane Boulton SMB Creative taken at Revl Porirua

Ngā hua i te wao nō 1 Hurae 2024 ki 30 Hune 2025
Our performance from 1 July 2024 to 30 June 2025



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 2024–25	What we achieved in 2024–25	What we achieved in 2023–24	Intended impact
The vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development.	Identify opportunities to support Kaihanga Toi Māori (practitioners) to build their industry and supporting practices.	Made substantial progress on developing a rate-card for Kaihanga Toi Maori to use as a benchmark for price setting work in the built environment.	Published <i>Toi Ora, Tāngata Ora; Toi Ora, Whenua Ora Toi Māori industry development plan</i> for consultation – a plan to lift the recognition and value of ngā Toi Māori as an industry.  Scan for more information: Toi Māori	Greater industry awareness of market pricing and value for Toi Māori works.
	Lift internal capability around te ao Māori and honouring te Tiriti o Waitangi and incorporating analysis of treaty implications into our mahi.	Held educational hui with kaimahi to improve historical context and understanding of te Tiriti o Waitangi, from a te ao Māori and Pākehā perspective. Had an all-staff noho marae.	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.	Improved understanding within Toi Mai of the conditions leading to how Māori currently experience our industries (and education system). A more mature and confident organisation to recognise and seize opportunities to improve Māori–Crown relations.

Ngā mahi a Toi Mai

Our core functions

What does success look like?	What we said we would do in 2024–25	What we achieved in 2024–25	What we achieved in 2023–24	Intended impact
Toi Mai is recognised by industry, government and providers as an expert in our sectors.	Policy advice – we said we would advocate to government and other agencies for our industries (2024–26 operational plan).	Toi Mai advocated for our industries to be represented by new industry skills boards under the VET reforms. Toi Mai also published several opinion pieces explaining our research and advocating for our sectors. Toi Mai had numerous engagements with government agencies to share insights from WDPs. Notable engagements include Ministry for Regulation (hair and barbering) and the Minister of Arts, Culture and Heritage (performing arts and screen insights). Toi Mai also completed a WDP on the journalism sector at the request of the Parliamentary Undersecretary for Media and Communications. 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: - research on the economic impact of the creative sector - how people in the arts use ticketing to support their income.	We established good working relationships with policy and funding agencies and advocacy groups, and provided briefings to ministers.	These relationships allowed us to share insights and research with agencies to help them make better informed choices about our industries. For example, our research showing poor transition rates from screen sector training informed a wānanga with providers.

What does success look like?	What we said we would do in 2024–25	What we achieved in 2024–25	What we achieved in 2023–24	Intended impact
We committed to collaboration with other WDCs (required under our Orders in Council).		Senior leadership meets regularly to discuss cross-council issues and opportunities. Toi Mai routinely shared insights on identified challenges with the VET system.	We completed several pieces of joint research in 2023–24.	Collaboration with other WDCs provides opportunities to share insights and approaches, build common platforms and tools, and identify opportunities to work together.
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 1 November 2024.	We delivered investment advice to TEC on 3 November 2023.	We met our obligations to TEC. For most working in our sectors, 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. Instead, our assessment is that system changes and transformation are required to shift how funding and structures support our industries to recognise and unleash their economic value and potential.
Other information.	Our records indicate the following engagement activities have occurred over the last year: • Total engagements: 547 • Toi Whānui: 76 • Toi Puaki: 88 • Toi Pāho: 45 • Toi Ora: 150 • Toi Māori: 8 • Toi ā-Ringa: 72 • Unlabelled: 108 (these are engagements that were completed but not labelled as supporting a specific peka).			

What does success look like?	What we said we would do in 2024–25	What we achieved in 2024–25	What we achieved in 2023–24	Intended impact
Developing and setting standards, capstone assessments and qualifications				
Standard setting sets expectations on providers for relevance of qualification and programme delivery for industry, iwi and learners, particularly those underserved.	Review IT, barbering and range of Toi Ora Quals. Develop new products for conservation, creative freelancing, digital skills and social circus. Contribute to transferable skills project.	Review of 265 standards and 28 qualifications.	Review over 120 standards and 39 qualifications.	Our industries gain confidence in the currency and relevance of our qualifications and standards. Graduates have up-to-date and relevant skills and knowledge.
		We listed two new micro-credentials and two new qualifications with a further 17 micro-credentials and two new qualifications in development. We developed 42 new skill standards. We are active contributors to Ohu Ahumahi Transferable Skills Forum and developed four new creative technology skill standards for wide industry use.	We listed two new micro-credentials and one new qualification with a further four micro-credentials in development. We developed 14 new skill standards.	Our industries benefit from being able to access short, flexible courses to meet their training needs. Development of skill standards will lead to improved and more flexible delivery and assessment.
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.	Our qualifications quality management system was reviewed and republished internally.	Our qualifications quality management system was published and implemented internally, with a six-monthly review.	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 (2024–26 operational plan).	We processed 12 micro-credential support applications with 11 (92%) completed within our service level agreement timeframe of 20 days or by a revised target date agreed with the applicant where additional time was required to discuss feedback or provide a decision.	We processed 30 micro-credential support applications with 100% completion within our service level agreement timeframe of 20 days.	Industry have confidence in our skills leadership and we meet their needs for micro-credential development.
Learners better understand qualification landscape.	We committed to publish qualification landscape maps (2024–26 operational plan).	We published qualification landscape maps for each of our peka on our website. Improved social media communications and monthly pānui/newsletters to promote new and reviewed qualifications.	Qualification landscape diagrams for each of our peka were published.	Learners, their whānau and providers can see the relationships between our qualification pathways by sector.

What does success look like?	What we said we would do in 2024–25	What we achieved in 2024–25	What we achieved in 2023–24	Impact
Endorsing programmes and moderating assessments				
Assessments of qualifications and standards are fair and consistent, and reflect attainment of knowledge and skills.	We would continue to take a supportive and holistic approach to our QA functions. We continue to implement our five-year moderation plan. Apply programme endorsement matrix based on te Tiriti o Waitangi to ensure quality outcomes for learners and industry.	We published our moderation plan on our website in February 2025. We processed 57 programme endorsement applications with 100%¹ delivery within our service level agreement. We completed 1,407 post moderations, 453 pre-assessment moderations and 72 consent to assess applications.	We published our moderation plan on our website in January 2024. We processed 70 programme endorsement applications with 100% delivery within our service level agreement. We completed 1,376 post-moderations, 388 pre-moderations and 68 consent to assess applications.	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 (2024–26 operational plan). We would extend our services to add further value, carry out more proactive engagements, give tools and information to improve practice (webinars, good practice docs, new product information).	We carried out 23 provider and school visits to learn more about our providers' QA processes, investigate poor performance and provide guidance and support. We also held 33 online hui with schools and providers and hosted four webinars to assist with improving assessment practice. Developed good practice guide. We introduced a more varied approach to moderation: • Panel moderation of two standards, where we moderate all providers at once. • five observed moderation events in aquatics and hairdressing. We continue to use our committee approach to evaluating new programme endorsement applications to ensure that the principles for Māori, Pacific and tāngata whaikaha are being addressed by providers. We included information in pānui promoting new qualifications and standards.	We carried out 34 Provider and school visits in 2024 to learn more about our Provider's QA processes, investigate poor performance and provide guidance and support. These visits were highly valued by all. 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 provider's QA processes than a 'snapshot' desktop retrospective post-moderation would.	Our quality assurance services add value to providers and improves their assessment and QA practices for the learner.

¹ applications processed within 20 working days or by a revised target date agreed with the applicant where additional time was required to discuss feedback or provide a decision.



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. Industry confidence in Toi Mai is outlined below:

Question	Percentage responding positively ²	Comparison with 2023–24
How confident are you that your industries' priorities are understood by Toi Mai?	81%	76%
How confident are you that Toi Mai effectively communicates your industries' priorities to the right people?	73%	62%

2 Population: Total 55 - which are stakeholders engaged with in the past 12 months and identified by each sector lead.
Responses: 26, which was a good representation across the sectors contacted and a strong response rate of 47%

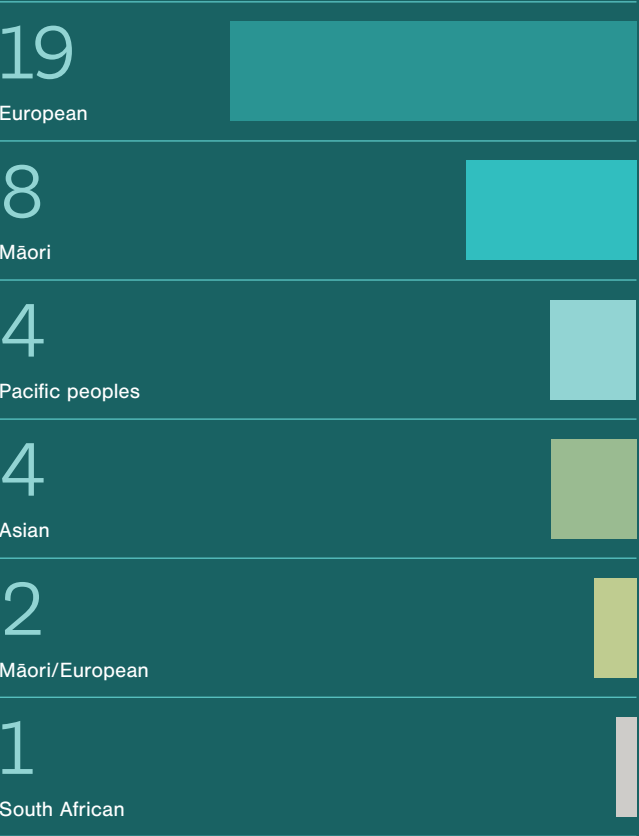


Photo by Ralph Brown, Te Tangi a te Tūi - Te Rēhia Theatre & The Dust Palace at Te Pou Theatre

Hei tirohanga kōrero

At a glance

Ethnicity



As at 30 June 2025

Gender

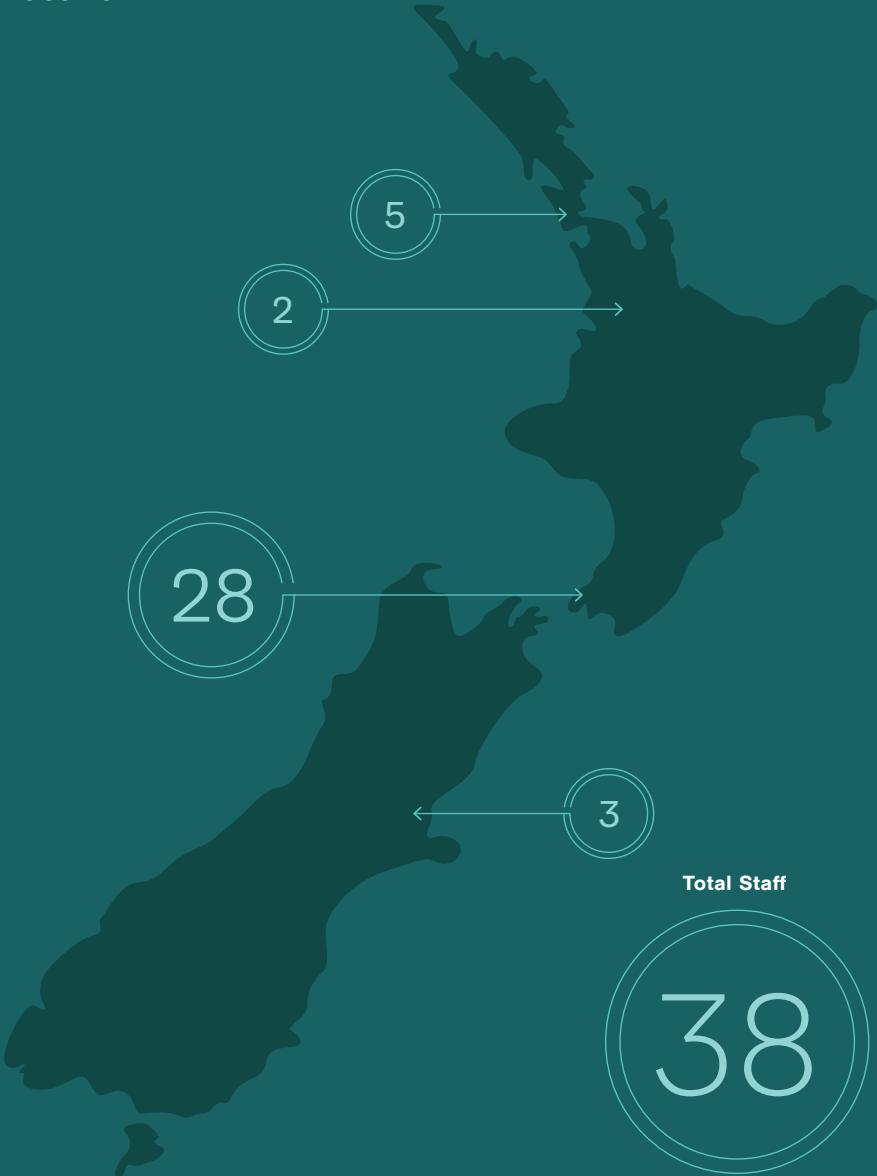


25
Wāhine



18
Tāne

Location



Kuputaka

Glossary

a

Ākonga

Student or learner

h

Hapū

Subtribe

Hieke

A large coarse cloak of rough flax

Hui

Meeting

i

Iwi

Tribe

k

Kaihanga Toi Māori

A Toi Māori representative fluent in the visual articulation of mātauranga Māori in a creative context

Kaimahi

Worker or employee

m

Mahi

Work

Mātauranga

The body of knowledge originating from te ao Māori, including the Māori worldview and perspectives, Māori creativity and cultural practices

Mauri

Lifeforce

n

Ngā Toi Māori

Māori creative work

Noho marae

Overnight or extended stay in a marae

p

Pānui

Public announcement or notice/ newsletter

Pou

Support/anchor

r

Rauemi

Resource

t

Tāngata

People

Tāngata whaikaha

Disabled or neurodivergent people

Te ao Māori

the Māori world/worldview

Tikanga

Correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol – the customary system of values and practices that have developed over time and are deeply embedded in the social context

w

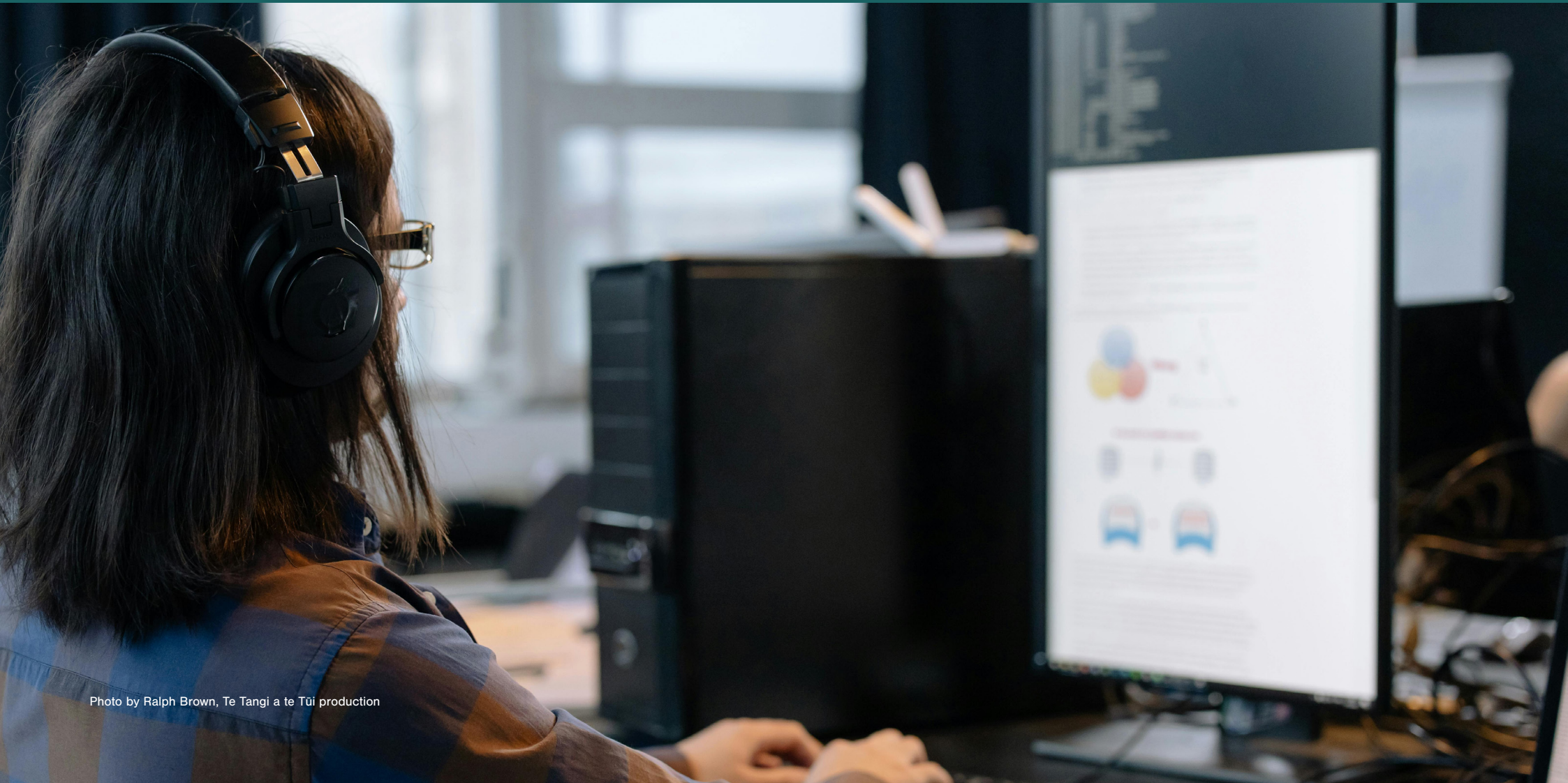
Wānanga

To meet and discuss, a forum of debate

Whakataukī

Māori proverb

Te Taha Pūtea Financial Performance



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 2025.

The Auditor-General is the auditor of Toi Mai Workforce Development Council ("Toi Mai"). 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 Toi Mai on his behalf.

Opinion

We have audited:

- the financial statements of Toi Mai on pages 36 to 63, that comprise the statement of financial position as at 30 June 2025, the statement of comprehensive revenue and expenses, statement of changes in net assets/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 Toi Mai on pages 23 to 29.

In our opinion:

- the financial statements of Toi Mai:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2025; 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 Tier 2 Public Sector PBE Accounting Standards RDR issued by the New Zealand Accounting Standards Board; and

- the statement of service performance of Toi Mai:
 - presents fairly, in all material respects, appropriate and meaningful service performance information in accordance with Toi Mai's measurement bases or evaluation methods for the year ended 30 June 2025; and
 - complies with generally accepted accounting practice in New Zealand in accordance with Tier 2 Public Sector PBE Accounting Standards RDR issued by the New Zealand Accounting Standards Board.

Our audit was completed on 29 October 2025. 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.

Emphasis of Matter – The financial statements are prepared on a disestablishment basis

Without modifying our opinion, we draw attention to note 1 on page 41 about the financial statements being prepared on a disestablishment basis. The Education and Training (Vocational Education and Training System) Amendment Bill was passed on 15 October 2025 which provides for the disestablishment



BDO Wellington Audit Limited

of the Workforce Development Councils by 31 December 2026 or earlier by Order in Council. As a result, Toi Mai is no longer considered a going concern.

We consider the disestablishment basis of preparation of the financial statements and the related disclosures to be appropriate to Toi Mai's circumstances.

Basis for our opinion

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

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

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

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

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

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

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

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

The Council's responsibilities arise 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 Toi Mai'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



BDO Wellington Audit Limited

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 Toi Mai's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We evaluate the appropriateness and meaningfulness of the reported performance information within Toi Mai's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Toi Mai'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 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 Toi Mai to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements and the statement of service performance, including the disclosures, and whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

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

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 04 to 21 and 30 to 31 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 Toi Mai 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 (including International Independence Standards) (New Zealand)* (PES 1) issued by the New Zealand Auditing and Assurance Standards Board.

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

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 Statement 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:

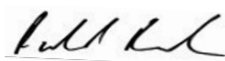
The Statement of Performance fairly reflects the performance of Toi Mai for 1 July 2024 to 30 June 2025.

The Financial Statements fairly reflect the financial position and operations of Toi Mai for 1 July 2024 to 30 June 2025.

Signed by:



Alice Shearman
Heamana Takirua
Co-Chair
29 October 2025



Richard Beddie
Finance Audit
Risk Chair
29 October 2025



Dr Claire Robinson
Te Tumu o Toi
Chief Executive
29 October 2025

Statement of Comprehensive Revenue and Expense

Toi Mai

Workforce Development Council

For the year ended 30 June 2025



All in \$000s	Note	Actual 2025	Budget 2025	Actual 2024
Revenue				
Government funding	2	8,740	8,740	8,740
Grants funding	2	-	-	4
Interest revenue	2	181	-	116
Total revenue		8,921	8,740	8,860
Expenditure				
People related costs	3	7,858	6,635	6,463
Hāpaitia Limited – Shared Council services	3	1,345	1,645	1,473
Administration and other expenses	3	733	819	1,219
Depreciation	3	7	7	7
Total expenditure		9,943	9,106	9,162
Surplus/(Deficit)		(1,022)	(366)	(302)
Other comprehensive revenue and expense		-	-	-
Total comprehensive revenue and expense		(1,022)	(366)	(302)

Statement of Financial Position

Toi Mai

Workforce Development Council

As at 30 June 2025



All in \$000s	Note	Actual 2025	Budget 2025	Actual 2024
Assets				
Current assets				
Cash and cash equivalents	4	3,573	2,640	3,431
Trade and other receivables	5	858	794	877
Prepayments		7	89	10
Total current assets		4,438	3,523	4,318
Non-Current assets				
Property, plant and equipment	7	1	12	8
Total non-current assets		1	12	8
Total assets		4,439	3,535	4,326
Liabilities				
Current liabilities				
Trade and other payables	8	290	(246)	290
Employee entitlements	9	1,409	304	274
Total current liabilities		1,699	58	564
Total liabilities		1,699	58	564
Net assets		2,740	3,477	3,762
Equity				
Accumulated surplus	11	2,740	657	232
Operating reserve	11	-	1,350	2,450
Capital reserve	11	-	542	652
Special projects reserve	11	-	800	300
Te Kahui Ahumahi reserve	11	-	128	128
Total equity		2,740	3,477	3,762

Explanations of major variances against budget are provided in Note 12.
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 2025



2025							
All in \$000s	Note	Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Total net assets/equity
Balance at 1 July 2024	11	232	2,450	652	300	128	3,762
Total comprehensive revenue and expense for the year		(1,022)	-	-	-	-	(1,022)
Transfers between reserves							
Operating reserve		2,450	(2,450)	-	-	-	-
Capital reserve		652	-	(652)	-	-	-
Special projects reserve		300	-	-	(300)	-	-
Te Kāhui Ahumahi reserve		128	-	-	-	(128)	-
Total transfers		3,530	(2,450)	(652)	(300)	(128)	(1,022)
Balance at 30 June 2025		2,740	-	-	-	-	2,740

2024							
All in \$000s	Note	Accumulated surplus	Operating reserve	Capital reserve	Special projects reserve	Te Kāhui Ahumahi reserve	Total net assets/equity
Balance at 1 July 2023	11	446	1,350	790	1,350	128	4,064
Total comprehensive revenue and expense for the year		(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		-	-	-	-	-	-
Total transfers		88	1,100	(138)	(1,050)	-	-
Balance at 30 June 2024		232	2,450	652	300	128	3,762

The accompanying notes form part of these financial statements.

Statement of Cash Flows

Toi Mai Workforce Development Council

For the year ended 30 June 2025



All in \$000s	Note	Actual 2025	Budget 2025	Actual 2024 Restated
Operating activities				
Receipts from Government		8,740	8,740	8,740
Receipts of interest	17	111	-	28
Goods and services tax (net)		20	(2)	(3)
Payments to employees		(6,047)	(6,181)	(5,856)
Payments to suppliers		(2,752)	(3,362)	(3,467)
Net cash flows from operating activities		72	(805)	(558)
Investing activities				
Sale of term deposits	17	3,800	-	4,500
Purchase of term deposits	17	(3,800)	-	(3,000)
Interest from term deposits	17	70	-	96
Net cash flows from investing activities		70	-	1,596
Financing activities				
Advances to Hāpaitia		-	-	-
Advances repaid by Hāpaitia		-	-	31
Net cash flows from financing activities		-	-	31
Net (decrease)/increase in cash and cash equivalents		142	(805)	1,069
Cash and cash equivalents at beginning of the period		3,431	3,445	2,362
Cash and cash equivalents at end of the period		3,573	2,640	3,431

Explanations of major variances against budget are provided in Note 12.
The accompanying notes form part of these financial statements.

Note Index

Toi Mai

Workforce Development Council

For the year ended 30 June 2025



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Notes to the Financial Statements

Toi Mai

Workforce Development Council

For the year ended 30 June 2025



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 disestablishment basis.

Due to the matters outlined in the VET System redesign contained in Note 16 "Events after reporting date" the financial statements of Toi Mai have not been prepared on a going concern basis for the year ended 30 June 2025. The Education and Training (Vocational Education and Training System) Amendment Bill was passed on 15 October 2025 and provides for the

transfer of Council assets to Industry Skills Boards on the disestablishment of WDCs which will cease to operate on 31 December 2026 or earlier by Order in Council. The legislation provides that the assets, staff and legal obligations transfer to ISBs or NZQA according to approved transition plans.

The preparation of financial statements on a disestablishment basis has had little effect on the balances reported in the financial statements. Current assets are either cash or liquid assets with actual balances of receivables and payables verified post balance date. All assets are recognised at book value and will be transferred to ISBs as provided in legislation and recognised in the new entity at the same value. To reflect the liabilities of the WDC on disestablishment accruals have been made for redundancy payments that will be due when positions are terminated. Accordingly, there have been no realisation adjustments recorded in the Statement of comprehensive revenue and expense.

Reporting period

The reporting period for the current year is for the 12-month period 1 July 2024 to 30 June 2025 with the comparative year also reflecting 12 months of activities.

Statement of compliance

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with the 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 29 October 2025.

Notes to the Financial Statements

Toi Mai

Workforce Development Council

For the year ended 30 June 2025



1. Statement of accounting policies (continued)

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 entity 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.

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:

- recognising grant revenue to determine if conditions of the grant contract have been satisfied. This judgement was 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 2025 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 has been exempt from Income Tax as it is a registered Charity under the Charities Act 2005. Accordingly, no provision was made for Income Tax.

Notes to the Financial Statements

Toi Mai

Workforce Development Council

For the year ended 30 June 2025



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

Interest revenue is recognised on an accrual basis, using the effective interest rate.

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 provide 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. In the 2024/2025 financial year TEC funding has been recognised as revenue only when used, as the TEC funding letter indicates that overpaid funds will be recognised as a liability to TEC, payable on demand and therefore is reflected as Income in Advance in the Balance Sheet.

In prior years the WDC has recognised the TEC funding as revenue when received. The TEC funding had stipulations, and they take the form of restrictions not conditions.

Notes to the Financial Statements

Toi Mai

Workforce Development Council

For the year ended 30 June 2025



2. Revenue (continued)

All in \$000s	Actual 2025	Actual 2024
Government funding classified as non-exchange transactions		
Government funding classified as non-exchange transactions	8,740	8,740
Project grant funding classified as non-exchange transactions	-	4
Total Government funding	8,740	8,744
Other revenue classified as exchange transactions		
Interest revenue	181	116
Total other revenue	181	116
Total revenue	8,921	8,860
Revenue classification		
Non-exchange revenue	8,740	8,744
Exchange revenue	181	116
Total revenue	8,921	8,860

Notes to the Financial Statements

Toi Mai

Workforce Development Council

For the year ended 30 June 2025



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 2025	Actual 2024
People related expenses		
Wages and salaries	5,873	5,850
Redundancy	1,300	-
Contractors	357	330
Councillors and board expenses	250	244
Other employee expenses	78	39
Total	7,858	6,463
Hāpaitia Shared Council Services⁽¹⁾	1,344	1,473
Depreciation		
Depreciation	7	7
Total	7	7
Administrative and other expenses		
Consultancy costs		
Consultancy costs	173	206
Audit expenses ⁽²⁾	47	38
Legal fees	6	5
Total	226	249
People and Culture costs		
Other staff costs	24	31
Recruitment costs	13	1
Total	37	32

All in \$000s	Actual 2025	Actual 2024
Information Technology costs		
IT licensing costs	35	1
Subscriptions and memberships	23	57
Total	58	58
Office and other costs		
General expenses	160	201
Travel and engagement costs	216	350
Communication and marketing	36	329
Total	412	880
Total administration and other expenses	733	1,219
Total expenditure	9,943	9,162

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

Notes to the Financial Statements
Toi Mai
Workforce Development Council

For the year ended 30 June 2025



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 2025	Actual 2024
Bank deposits	290	127
Call deposits	3,283	3,304
Total	3,573	3,431

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. (2024: Nil).

Notes to the Financial Statements

Toi Mai

Workforce Development Council

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5. 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 debtor 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 indicates 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 surplus or deficit.

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

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

Advances

Advances have been made to Hāpaitia Limited for shared services to be provided. As provided in the Service Contract with Hāpaitia 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.

All in \$000s	Actual 2025	Actual 2024
Trade receivables		
Trade receivables from exchange transactions	-	-
Net trade receivables from exchange transactions	-	-
Receivables from non-exchange transactions		
GST receivable	64	83
Advances to Hāpaitia	794	794
Total receivables from non-exchange transactions	858	877
Total receivables	858	877

Notes to the Financial Statements
Toi Mai
Workforce Development Council
For the year ended 30 June 2025



6. 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 significant influence 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.

Notes to the Financial Statements

Toi Mai

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For the year ended 30 June 2025



7. 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 2025



7. Property, plant and equipment (continued)

2025		
All in \$000s	Office equipment	Total
Cost or valuation		
Balance at 1 July 2024	22	22
Additions	-	-
Disposals	-	-
Reclassification of Assets	-	-
Balance at 30 June 2025	22	22
Accumulated amortisation and impairment		
Balance at 1 July 2024	(14)	(14)
Depreciation	(7)	(7)
Reclassification of Assets	-	-
Disposals	-	-
Balance at 30 June 2025	(21)	(14)
Net Book Value		
As at 1 July 2024	8	8
As at 30 June 2025	1	1

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

Notes to the Financial Statements

Toi Mai

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8. 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 the following month or earlier per due date.

All in \$000s	Actual 2025	Actual 2024
Trade payables	234	232
Accruals	49	55
Other payables	7	3
Total	290	290

9. Employee benefit liabilities

Accounting Policy

Redundancy Provision

Individual employment agreements for Toi Mai kaimahi include a redundancy clause providing 3 month redundancy. In light of the VET reforms and instructions from TEC, Toi Mai is planning for transition of operations to ISBs and for redundancy for all kaimahi at disestablishment. A provision for redundancy has been recognised based on kaimahi employed at 30 June 2025 and their salaries at this time.

All in \$000s	Actual 2025	Actual 2024
Current		
Redundancy	1,155	-
Other employee benefits	254	274
Total	1,409	274

Notes to the Financial Statements

Toi Mai

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10. Financial instruments

Toi Mai initially recognises financial instruments when it 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 Toi Mai financial assets and financial liabilities at the reporting date.

2025		Financial Assets	Financial Liabilities	Total
All in \$000s	Note	Amortised cost	Amortised cost	
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	3,573	-	3,573
Receivables	6	794	-	794
Payables	9	-	(290)	(290)
		4,367	(290)	4,077

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

Notes to the Financial Statements

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For the year ended 30 June 2025



10. 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, and 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.

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Toi Mai

Workforce Development Council

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11. 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.

As Toi Mai will cease to operate on 31 December 2026 or earlier by Order in Council, the Council has chosen to combine all reserves into Accumulated surplus.

All in \$000s	Actual 2025	Actual 2024
Equity		
Accumulated revenue and expenses	2,740	232
Reserves		
Operating reserve	-	2,450
Capital reserve	-	652
Special projects reserve	-	300
Te Kāhui Ahumahi reserve	-	128
Total reserves	-	3,530
Total equity	2,740	3,762
All in \$000s	Actual 2025	Actual 2024
Accumulated revenue and expenses		
Balance at 1 July	232	446
Surplus/(deficit) for the year before other comprehensive revenue and expenditure	(1,022)	(302)
Allocation from/(to) Operating reserve	2,450	(300)
Allocation from/(to) Capital reserve	652	138
Allocation from/(to) Special projects reserve	300	250
Allocation from/(to) Te Kahui reserve	128	-
Total accumulated revenue and expenses	2,740	232

Notes to the Financial Statements

Toi Mai

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11. 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 2025	Actual 2024
Operating Reserve		
Balance at 1 July	2,450	1,350
Allocation from/(to) accumulated revenue and expense	(2,450)	300
Allocation from/(to) special projects reserve	-	800
Balance as at 30 June	-	2,450

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 2025	Actual 2024
Capital Reserve		
Balance at 1 July	652	790
Allocation from/(to) accumulated revenue and expense	(652)	(138)
Balance as at 30 June	-	652

Notes to the Financial Statements

Toi Mai

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11. 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 2025	Actual 2024
Special Projects Reserve		
Balance at 1 July	300	1,350
Allocation from/(to) operating reserve	-	(800)
Allocation from/(to) accumulated revenue and expense	(300)	(250)
Balance as at 30 June	-	300

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 2025	Actual 2024
Special Projects Reserve		
Balance at 1 July	128	128
Allocation from/(to) accumulated revenue and expense	(128)	-
Balance as at 30 June	-	128

Notes to the Financial Statements

Toi Mai

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For the year ended 30 June 2025



12. Major budget variations

Explanations for major statement of comprehensive revenue and expense budget variations from the 2025 Toi Mai budget are detailed below:

All in \$000s	Actual 2025	Budget 2025	Variance
Revenue variances			
Government funding	8,740	8,740	-
Interest revenue	181	-	181
Expenditure variances			
People related expenses	7,858	6,635	1,223
Shared services	1,345	1,645	(300)
Administration and other expenses	733	819	(86)
Depreciation and amortisation	7	7	-
Total comprehensive revenue and expense	(1,022)	(366)	(656)

Interest revenue was more than budget due to higher levels of term deposits than expected when preparing the budget. Employee expenses were higher than budgeted primarily due to redundancy payments made and accrued for during the year. Shared services expenses were lower than expected due to lower costs incurred by Hāpaitia (shared services company) during the year. Administration and other expenses were lower than budgeted primarily due to savings in travel and meeting costs research.

Notes to the Financial Statements
Toi Mai
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12. Major budget variations (continued)

Explanations for major statement of financial position budget variations from the 2025 Toi Mai budget are detailed below:

All in \$000s	Actual 2025	Budget 2025	Variance
Statement of financial position			
Current assets	4,438	3,523	915
Non-current assets	1	12	(11)
Current liabilities	1,699	58	1,641
Equity	2,740	3,477	(737)

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 lower than budgeted due to the deficit at the end of the year and expenditure from the special projects reserve.

Notes to the Financial Statements

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12. Major budget variations (continued)

Explanations for major statement of cash flow budget variations from the 2025 Toi Mai budget are detailed below:

All in \$000s	Actual 2025	Budget 2025	Variance
Statement of cash flows			
Cash flow from operating activities	72	(805)	877
Cash flow used in investing activities	70	-	70
Cash flows from financing activities	-	-	-
Net increase/(decrease) in cash and cash equivalents	142	(805)	947
Cash and cash equivalents at beginning of the year	3,431	3,445	(14)
Total cash and cash equivalents at end of the year	3,573	2,640	933

Cashflows from operating activities were higher than budgeted due to lower payments to people and suppliers resulting from lower than planned levels of expenditure. Term deposits were made during the year but there was no change in the balance at the end of the year end, resulting in a variance compared to budget.

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13. Operating leases

Accounting Policy

Operating leases

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.

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 (Note 15).

14. 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 lease cost to 31 December 2025 of \$29,538 (\$2024: \$118,519). The lease commitment continues until either party terminates 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 2025, was \$78,117 (2024: \$141,147).

Contingent Liabilities

The TEC Funding letter for the 2024/2025 year provides that overpaid funding will be recognised as a liability to TEC. As the full funding received has been utilised during the financial year 2024/2025 there is no Income in Advance liability in the Statement of Financial Position at 30 June 2025. The Education and Training (Vocational Education and Training System) Amendment Bill was passed on 15 October 2025 provides that all rights, assets and liabilities of a WDC will transfer to ISBs on or before 31 December 2026 or earlier by Order in Council. At the time of signing of these financial statements there has been no demand for payment and the actual value of any liability is not known.

Capital Commitments

There are no capital commitments at reporting date (2024: Nil).

Notes to the Financial Statements

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15. 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 2025	Actual 2024
Key management personnel related party transactions		
Council members		
Number of Council members ⁽¹⁾	0.38	0.52
Remuneration	247	249
Senior executive officers		
Full-time equivalent members ⁽²⁾	7.33	6.58
Remuneration	1,592	1,417
Total full-time equivalent members	7.71	7.10
Total key management personnel remuneration	1,839	1,666

1. There were 11 members of council throughout the period of 1 July 2024 to 30 June 2025. Five were employed for the full period. One member resigned in August 2024, one in September 2024 and one in October 2024. Three commenced in September 2024. (2024: 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).
2. There are eight members of the senior management team considered to be key management personnel. Six members were employed throughout the period 1 July 2024 to 30 June 2025. (2024: 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).

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15. Related party transactions and key management personnel (continued)

ii) Other related parties

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

2025		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)	1,569	-	157	-	794
Hanga-Aro-Rau	Shared project and operational costs recharged	-	-	-	-	-
Muka Tangata	Shared project and operational costs recharged	103	-	-	-	-
Ringa Hora	Shared project and operational costs recharged	3	-	-	-	-
Toitū te Waiora	Shared project and operational costs recharged	-	-	-	-	-
Waihanga Ara Rau	Shared project and operational costs recharged	-	-	-	-	-
Insight to Action		346	-	31	-	-
Total		2,021	-	188	-	794

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	-	-	-	-	-
Total		1,603	-	170	1	794

Notes to the Financial Statements

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16. Events after reporting date

Vocational Education and Training (VET) system redesign

On 1 August 2024, The New Zealand Government announced a review of vocational education and training. The Education and Training (Vocational Education and Training System) Amendment Bill was passed on 15 October 2025 and provides that Industry Skills Boards will be created and the WDCs will be disestablished by 31 December 2026 or earlier by Order in Council.

Transition

Upon disestablishment, WDC councils cease to exist and all remaining rights, responsibilities, assets and liabilities will be passed to Industry Skills Boards (ISBs).

Such transfers will be made in accordance with transition plans to be developed by the WDCs and NZQA and approved by TEC.

Financial Impact to Toi Mai

Other than cash and shares held in Hāpaitia Ltd (Shared services entity) it is expected that all assets will be distributed for nil consideration on 31 December 2026 or earlier by Order in Council. Any employees transitioned will be on the same terms and conditions of employment.

The assets transferred will continue to be used for the benefit of the learners and industries represented by the Industry Skills Board.

17. Prior Period restatement

During the year, the entity identified an error relating to the presentation of short-term deposits, which impacts the prior period figures where the disclosed figures reflected net amounts and did not account for the grossed-up cash movements related to the investments in and maturities of term deposits.

Therefore, the 2024 comparative has been restated to reflect this correction. There is no impact on the Statement of Comprehensive Revenue and Expense or Statement of Financial Position, and the net impact on the Statement of Cash Flows is nil.

Impact on Statement of Cash Flows

All in \$000s	2024 Audited Accounts	Movement	2024 Restated Accounts
Cash flows from operating activities			
Receipts of interest	124	96	28
Cash flows from investing activities			
Term deposit receipts	1,500	3,000	4,500
Term deposit payments	-	(3,000)	(3,000)
Receipts of interest from term deposits	-	96	96

